

From Engagement to Retention: Investigating the Relationship between Employee Engagement and Organizational Performance

Sahabia Khatoon¹ Dr. S. Shujat Husain² Farheen Siddiqui³

1. Research Scholar, University of Lucknow, India. Email- sahabia786@gmail.com
2. Associate Professor, Shia P.G. College, Lucknow, India. Email- shujat.husain.55@gmail.com
3. Research Scholar, University Of Lucknow India. Email- farheensiddiqui629@gmail.com

ABSTRACT

Employee engagement has been recognized as a critical driver behind the accomplishment of organizational goals. A company's success and performance are entirely dependent on its workforce. The amount to which an employee is dedicated towards her or his job is known as employee engagement. The paper aims to find and organizational the association between employee engagement performance which leads an organization towards long term employment. A descriptive research was undertaken using a sample size of 100 participants who were working in the higher education sector of Lucknow, India. Correlation analysis was utilized to examine the study's outcomes. Furthermore, it delves into how businesses may enhance their employee engagement strategies to promote long-term employment relationships. With the aim of retaining employees, the article ends by providing organizations with practical implications for utilizing employee engagement.

Keywords: Employee Engagement, Organizational Performance, Employment, Retention, Organizational commitment

1. Introduction

Employee is considered as the most significant key of any Organization. If any Organization wants to reach the heights of success, they should keep their employees satisfied. A satisfied employee creates healthy environment in the organization. There are ways which keeps an employee satisfied and similarly there are ways which keeps an employee dissatisfied. So, the employers should ensure the adaptation of the ways which keeps employees satisfied. That way can be Employee Engagement through which employers can maximize the employees performance which in turn maximize the organization output.

Employee Engagement is a human resources [HR] concept that defines how much an employee is dedicated towards his or her job. Engaged Employees care about his growth as well as organization growth as they know their success revolves around the success of organization.

Employees Engagement has emerged as an essential component of business success in today's competitive environment. Another study conducted by **Hooper (2006)** in Australia suggests that disengaged employees costs high (US\$31 billion) for the economy. Therefore, utilizing employee engagement interventions is vital for organizations and nations to have a steady economic growth.

"The key talent management challenge for Indian Companies is how to keep workforce highly productive and at the same time, satisfied, engaged and committed. "

Accenture Research Report, 2007.

The engaged employees are more productive, focused, profitable, have fun and have less chances to quit the company because they feel valued and connected towards the organization (**Gallup organization, USA, 1999**).

Engagement of Employees will be effective only when organization understands the basic needs of employees and know the ways to keep their employees intact to the organization. Research has indicated a statistical correlation between employee engagement and several business outcomes, including customer satisfaction, safety, profitability, and staff retention. (**Buckingham & Coffman, 1999; Coffman & Gonzalez-Molina, 2002**).

Employee Engagement is the key focus of both business entrepreneurs and academic researchers and is an issue of modern business environment [**Larkin, 2009**]. It is well acknowledged that for creating organizational effectiveness, business managers need to focus on engaging and aligning their employees, structure, competencies and organizational

strategies (**Muhammad, Naseer, Sheraz & Mahfooz, 2012**) as the growth of any business organization depends on the way it manages its employees and makes them feel like they're included.

The subject of employee engagement has grown in importance for practitioners in organizations and for scholars and researchers as well (**May, Gilson & Harter, 2004**). Hence, participation could be the "deal-breaker" for firms seeking lasting success in these more difficult times (**Gemma Robertson-Smith and Carl Markwick, Report 469**).

Research by **Towers Perinn (2003)** suggests that an organization's chances of outpacing the industry average for revenue growth in a single year are higher when its employees are more engaged.

Over the past years, Organizations are going through lots of transformations taking place in the business environment which are increasing global competition, innovations, technology up gradation, increased job opportunities, etc. In such an environment, perpetual and enriched performance becomes the top requirement for every organization. Therefore, for surviving in the long term that too successfully the focus has shifted towards employee engagement.

1.2 Employee Engagement in Higher Educational Institutions

In this study employee engagement and employees working in Private higher educational Institutions and how it is related to the organizational performance is focused. In India, the education sector has created employment prospects for over a million people. People are well qualified and they also have a professional educational background to get employed in HEI's. Therefore, it is necessary to ascertain how successfully each employee is carrying out their specific job tasks. And what impression it leaves on growth and development of organization.

The organization is always seeking for ways to improve employee engagement that call for an advantageous working connection of an employer with their employee. Consequently, one of the elements used to ascertain an employee's affiliation with the organization is the amount of their involvement.

HEI's required workforce who are adaptive to changes, proactive, energetic, creative and persistent. Employee motivation and retention inside the company are critical to getting the best performance out of them. Employee Engagement has become important to attain organizational success. These days, employee engagement is essential since employers have more employers from their employees than in the past (**Sahoo and Mishra, 2012**).

1.3 Problem Statement

The Research problem here is to study the employee engagement organizational and its with relationship performance in HEI's. This study have addressed few gaps in literature.

The advantages of employee engagement are related positively to better organizational performance and favorable employee outcomes (**Biswas & Bhatnagar, 2013**). Many researchers have examined employee engagement; however, there hasn't been much research done in the past about organizational success and employee retention.

The current study aims to address this gap by concentrating on employee engagement and its impact on organizational performance in HEIs. According to a research done in the USA, about half of the workforce was disengaged, which reduced productivity and cost the nation money (Kelleher, 2011). Employee engagement which effect Organizational performance found from previous studies are Organizational commitment, working environment, job characteristics, job satisfaction, team and co-worker relationship. When we examine this concept in context with HEI's it may be same determinants which were identified in the previous studies or it may include some more such as Pay, Rewards, commitment towards organization, relationship between superior and subordinate.

On the basis of reviews, the necessity to determine the factors felt so as to ensure higher level of engagement across organizations help improve overall performance on a personal and organizational level. This study aims to identify the factors that engagement and how they connect to the organization's overall efficacy in higher education institutions.

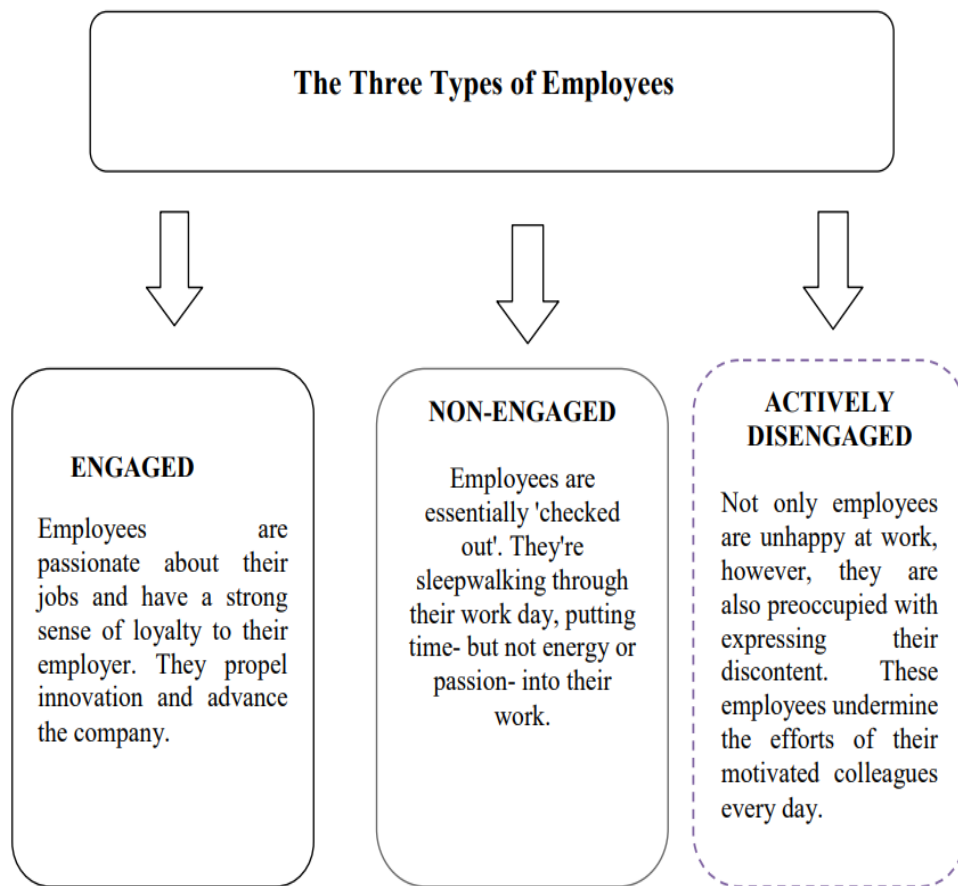


Figure no.1

Source: Gallup (2006)

1.4 Significance of Study

The analysis of factors influencing employee engagement assists the organization identify its workers' strengths and weaknesses. This analysis helps the company to engage employees as per their strong and weak points.

Success of any organization is only possible through its employees. Hence, it becomes the prime duty of HEI's to keep its employees satisfied and for this they must maintain them because engaged employees feel attached to the organization and try to give their best. Employee Engagement also helps in reducing absenteeism and creating a strong workforce for the organization. It also ensures employees' stability in organization. Employees Engagement helps in appraising the employees as per their performance within organization and it helps in maintaining the potential workforce for the organization whenever the need arises.

To identify the key drivers a thorough analysis of an organization is needed. With the help of analysis HEI's would be able to employ the strategies which will engage their employees because we are aware of the thrust of employee engagement concept.

1.5 Theoretical background of the study

Employee Engagement theory is the concept that by challenging, supporting, and inspiring employees an organization can improve the satisfaction and maximize the output of the employees. As per the theories of employee engagement,

Companies that have highly motivated and committed workers benefit from high turnover, lower absenteeism, increased productivity, increased job satisfaction, and other aspects of employee engagement.

Employee engagement and Goal setting theory

Edwin Locke introduced this theory. Goal setting is a major constituent of employee engagement. Not only should employees be content with present workplace conditions, but the staff should also feel optimistic and excited about the future. The desire for progress is a driving force. Human nature strives for constant improvement, yet need a clear vision and a push. To perform at the best level and achieve success, all participants of the team should share a goal and a comprehension of the responsibilities needed to achieve that goal.

This theory outlines five requirements for goals:

Clarity: A goal should be clear, specific, and easy to understand.

Challenge: A goal should push employees, but not so much that workers break down. Too easy or too hard of a goal can demotivate staff.

Commitment: Employees should rally behind the goal and pursue the objective wholeheartedly from its inception.

Feedback: Leaders should provide feedback and direction throughout the process to maintain momentum or encourage improvement.

Task Complexity: Leaders should set reasonable expectations and should split larger projects into smaller, easier to tackle tasks with steps, milestones, and regular reviews.

Providing incentive for employees to reach the target is another best practice. Though prizes can be helpful motivators, material rewards are not the only performance drivers. Explaining the importance and reasoning behind a goal can make a powerful impression. These are the factors which keep an employee engaged. For example, the general manager of a restaurant may inspire waitstaff to embrace service standards and prioritize customer satisfaction by pitching the dining experience as a treat that the guests might save up for and look forward to.

The process of goal setting is a team effort that entails all participants envisioning and cooperating to achieve a shared objective rather than being the exclusive domain of the leader or staff.

2. Review of Related Literature

Schaufeli et al. (2002), consider as a favorable, contented mental state that is linked to one's work and is marked by high energy and a motivation to put effort into one's work. Being deeply engaged in one's work and feeling a sense of significance, passion, and challenge are all considered aspects of dedication. When someone is completely focused and joyfully lost in their task, time flies by and they find it impossible to step apart from it. This is called as absorption. Put simply, motivated staff members are incredibly energized and passionate about what they do.

Sarit Prava Das, Preeti Narendra, Parna Mishra (2013) carried out a study in the manufacturing industry in India. to identify the determinants of employee engagement A number of factors were taken into consideration for the study, including the mission and purpose, Key Performance Areas (KPA's), culture, cooperation, employee retention, role clarity, work-life balance, compensation, and benefits. The findings showed that while 44% of workers believed there was a work-life balance, 59% of workers confirmed that the workplace culture was cooperative.

Anitha J. (2014) In her study, all of the elements she uncovered in her research were predictive of employee engagement; however, the working environment and relationships with co workers and teammates had the biggest effects. The performance of employees was significantly impacted by employee engagement.

Richa Aishwary Jogi, Srivastava (2015) ascertains the constituents that influence employee engagement and what determines it. She did her study in Chhattisgarh's private banks. She concluded that in the banking industry elements like co-employee development, employee growth, and employee communication significantly improve employee engagement.

Dr.Pratima Sarangi and Dr.Bhagirathi Nayak(2016) identifies the worth of engaged employees for the growth and development of company and its success. His study used 6 c's of employees engagement out of 10 c's defined by Gambler which are i) clarity ii) confidence iii) convey iv) connect v) credibility vi) career & the employees agreed with these parameters to enhance the motive of effective employee engagement in manufacturing companies.

Erajesvarie Pillay, Dr. Shamila Singh (2018) examines into how employee engagement affects a short-term insurance brokerage's organizational performance. The results of their study demonstrated the relationship between employee engagement and organizational effectiveness.

Second, it was determined that key elements that have affected employee engagement include leadership, employee involvement, job design, incentives and rewards, communications, culture, and career development. They recommended that in order to guarantee effective task execution and completion with the goal of fulfilling the business's vision and mission, a comprehensive organizational plan must be implemented.

Jain, Lalita (2019), investigated the relationship between personality attributes, turnover intention, and employee engagement and how it affects organizational success.

The study found a substantial correlation between employee engagement levels and the intention to leave; personality traits affect TI and EE both and moderate the relationship shared between them. Further, the study also concludes that TI shared a negative relationship with EE and Organizational performance conciliate the relationship between the two.

Mehta and Mehta (2013), discovered that engaged and driven workers are more inclined to contribute to the company's success and uphold a higher standard of devotion, which increases customer satisfaction. Revenues, the company's reputation, and its brand image are all at stake along the employee-customer boundary, which is where employee engagement is managed.

The evaluation of a worker's level of happiness with specific jobs, work settings, and overall efficacy is known as employee engagement.

Supervising exceptional employee well-being may be very advantageous to any company, since highly motivated employees are valued and remain devoted to the company. Businesses with high degree of employee engagement typically outperform those with low employee engagement levels in terms of success and productivity.

Lauby Sharlyn (2013), "Employee engagement can be found at the intersection of highest possible contribution to the business and maximum satisfaction for employees. It's a manageable degree of high performance that often benefits both the company and the employee".

Monica R (2020), Reforms in industrial norms brought about by changes in national and international legislation have increased the competitive pressure in every industry. In order to meet such vibrant changes, workers must be highly trained, motivated, and involved in their work. The primary distinction for human capital management and competitive advantage today is employee engagement. Given that they have a favorable impact on both organizational performance and competitiveness, engaged people are seen as both a strategic asset and a powerful organizational asset for long-term competitive advantage.

Kohli(2014) in an article on engagement in hospitals quoted the findings of a study by Gallup of Indians. The study reveals that only 9% of India's workers are engaged in their jobs, while 31% are actively disengaged. Talking of professional workers which includes doctors and nurses, Gallup found that only 17% of these workers are engaged, while 12% are actively disengaged, regularly undermining their coworkers and best efforts of their companies.

Cooke et al., (2019) According to a recent study done in China's banking sector, managers can increase employee engagement by implementing high-performance work practices, can significantly affect the employee engagement level.

Rani, Pooja (2017) The study focused on employees employed in various financial organizations. It gave information of the models related, measurement scales, factors of employee engagement & job satisfaction. The goal of the study is to elucidate the definitions of job satisfaction and employee engagement, the variables that impact them, the ways in which employees view these concepts in connection to different demographic parameters, and the connections between these concepts in the framework of the Indian financial sector.

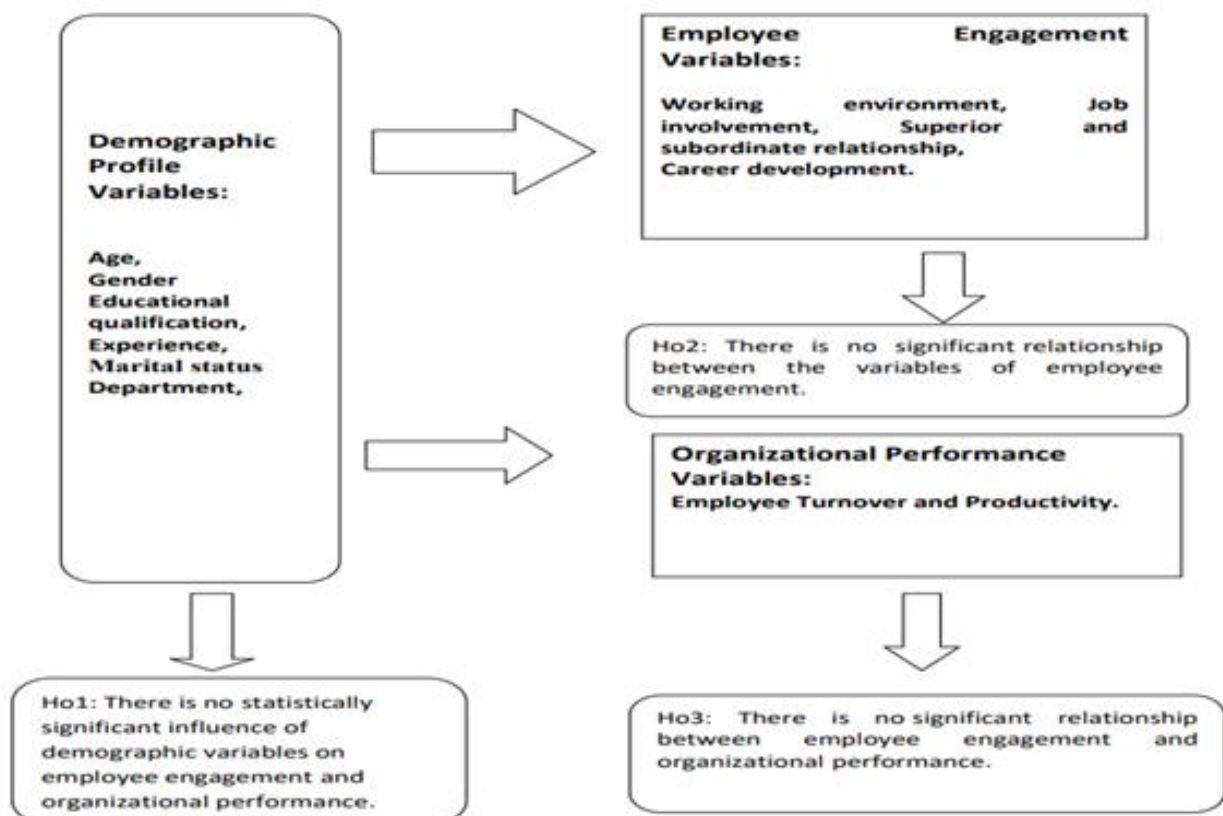
Siswanto (2019) He concluded in his study the variable financial compensation directly affects the employee engagement variable. However, non-financial variables does not affect directly. Job satisfaction variable has a positive affect on employee engagement variables. According to his work, the manufacturing company needs to focus to the work record of employees as the way of judgements or considerations in executing promotions for employees because some employees think that the promotions in accordance with their tenure has not been carried out properly.

Mboga,J & Troiani,K (2018) They discovered in their study that Employee Engagement is the driving force of the organizations success; organizations that have pitiable employee engagement have experienced extensive employee turnover, low production and efficiency ,decrease in customer loyalty ,decline in stakeholder value and an ultimate detriment to their organizational success. Organizations that do not foster and engage employees end up losing valuable talent to other organizations.

3. Objectives:

- 1] To find out the key determinants of employee engagement and Organizational performance.
- 2] To analyze the impact of demographic variables on employee engagement and organizational performance.
- 3] To study the relationship between employee engagement and organizational performance.
- 4] To explore the contribution of employee engagement in achieving the goal of long term employment.

Figure:2 Proposed Model of the Study



4. Research Methodology

4.1 Research Design- Descriptive research design was used in this study.

4.2 Research Area- This study was conducted in private higher educational institutions located in Lucknow, in the state of Uttar Pradesh, India. The population of this study is the faculties and admin staff. All the identified 100 faculties and admin staff were distributed the survey questionnaire to answer.

4.3 Sampling Technique - Convenience Sampling Technique is used as a sample of 100 people were taken based upon convenience.

4.4 Research Instrument -This work is carried out through self-administered questionnaire. The questions included were of five-point likert scale.

5. Analysis and Interpretation of data

5.1 Profile of Respondents

Table 1 shows the demographic profile of the respondents. A total of 56 respondents are male and the remaining 44 are female. 20 of the respondents are of age between 20 to 30 years of age, 44 of them between 31 to 40, 24 between 41-50 and remaining 12 are over 51 years of age. A total of 2 respondents possessed diploma, 48 graduation degree, 42 possessed post graduate degree and the remaining 8 of them possessed PH.D qualification. 85 of them are married and 15 are unmarried. A total of 62 respondents have service of less than 5 years and 38 with 6 to 10 years. A total of 38 respondents employed in engineering department, 26 of them in management, 24 of them in Pharmacy and remaining in admin.

TABLE1. DEMOGRAPHIC PROFILE OF THE EMPLOYEES

Variables		Frequency	Percentage
Age	20-30	20	20
	31-40	44	44
	41-50	24	24
	51-60	12	12
Gender	Male	56	56
	Female	44	44
Educational Qualification	Diploma	2	2
	Graduate	48	48
	Post Graduate	42	42
	PH.D	8	8
Experience	0-1	0	0
	2-5	62	62
	6-10	38	38
	11-15	0	0
	Above 15	0	0
Marital status	Married	85	85
	Unmarried	15	15
Department	Engineering	38	38
	Management	26	26
	Pharmacy	24	24
	Admin	12	12

5.2 Correlations Analysis

TABLE 2: DRIVERS OF EMPLOYEE ENGAGEMENT

Variables		Employee Engagement	Working environment	Job involvement	Superior and subordinate relationship	Career Development
Employee Engagement	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	100				
Working Environment	Pearson Correlation	.576**	1			
	Sig. (2-tailed)	.000				
	N	100	100			
Job Involvement	Pearson Correlation	.250**	.176	1		
	Sig. (2-tailed)	.005	.051			
	N	100	100	100		
Superior and subordinate relationship	Pearson Correlation	-.055	-.101	.050	1	
	Sig. (2-tailed)	.418	.316	.622		
	N	100	100	100	100	
Career Development	Pearson Correlation	-.028	-.007	-.143	.017	1
	Sig. (2-tailed)	.754	.842	.146	.765	
	N	100	100	100	100	100

** Correlation is significant at the 0.01 level (2-tailed)

The correlations result between the variables studied is represented in Table 2.0. It shows that working environment is the most significant driver of employee engagement. Working environment and job involvement are correlated positively with employee engagement which represents that employees can be engaged by providing them right working conditions and keeping people involved in their work. On the other hand, superior and subordinate relationship and career development is negatively correlated.

TABLE3. RELATIONSHIP OF EMPLOYEE ENGAGEMENT WITH ORGANIZATIONAL PERFORMANCE

Variables		Employee Engagement	Productivity	Employee turnover
Employee Engagement	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	100		
Productivity	Pearson Correlation	.074	1	
	Sig. (2-tailed)	.408		
	N	100	100	
Employee turnover	Pearson Correlation	.352**	-.141	1
	Sig. (2-tailed)	.008	.163	
	N	100	100	100

** Correlation is significant at the 0.01 level (2-tailed)

The correlation result between employee engagement and factors of organizational performance is represented in Table 3. It shows that productivity and employee turnover is positively correlated with employee engagement.

6. Discussion of Results

As per the results of the study, employee engagement has a major influence on the HEIs' organizational success. Our findings are supported by data from previously conducted study, which represents that there is a positive relationship between employee engagement and organizational performance. From the findings it is identified that proper working conditions and job involvement will motivate the employees for better performance and to keep them engaged. Whereas subordinate and superior relationship and career development is negatively correlated which shows that these factors have no impact on employees to keep them engaged.

The organization can even further align the employees with the organization's goal by providing them employee counselling, rewards and recognition which will help employees to overcome the emotional stress or any other problems, so that they can get back to the main track of performance.

Engaged employees help the organization in increasing their productivity and retaining their employees which fulfills the goal of long term employment. When employees are satisfied and feel engaged with their organization give better performance which ensures their stability in organization.

6.1 Conclusion and Suggestions

Human resources are the foundation of any firm. Without human resources, a company cannot exist. The degree of commercial success will be greatly influenced by the efficient management of human resources. Everyone agrees that preserving the competitiveness and profitability of today's businesses mostly depends on the calibre of human resources. Thus, an organization's ability to survive and thrive depends on how well its people resources are managed.

According to this research, a few elements that contribute to employee engagement include working conditions, supervisory support, Job Involvement, career advancement, organizational support, and rewards and recognitions. Moreover, providing prospects for advancement of employees and allowing them to have influence over their professional development are some strategies for raising employee engagement. These strategies will satisfy workers and help employers retain highly qualified staff.

Effective staff management techniques motivate and enhance workers' job performance.

Important traits for a leader to possess include giving feedback and direction, assisting staff members in understanding their responsibilities, being aware of the direction the employee they are supervising is taking, and recognizing improvements made by the staff member in their work.

Engaging employees by encouraging them to express their thoughts, feelings, and hopes as well as the challenges they have at work, listening to their struggles, and responding to their needs in a positive way are some of the constructive approaches to increase employee satisfaction. Workplaces that foster a sense of pride and attraction for employees are critical to achieving work satisfaction among employees. Additionally, this will motivate staff members to suggest others for employment.

References

1. Schaufeli, W.B., Salanova, M., Gonzalez-Roma, V., & Bakker, A.B. (2002). The measurement of engagement and burnout: A two simple Confirmatory factor analytic approach. *Journal of happiness studies*, 3:71-92.
2. Jogi, R.A., & Srivastava, A.K. [2015]. Determinants of Employees Engagement in Banking Sector: A Multivariate study in central chhattisgarh. *Pacific Business Review International*, 8(3), 66-70.
3. Sarangi, D.P., & Nayak, D.B. [2016]. Employee Engagement and its impact on organizational success- A study in Manufacturing Co, India. *IOSR- Journal of Business and Management*, 18(4), 52-57.
4. Jay, A. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(4), 308-323.

- 5.Das,S.P.,Narendra, P.,& Parna Mishra.(2013).Drivers of Employee Engagement- A study in Indian Manufacturing Sector. *International Journal of Current Research*, 5(7),1981-1987.
- 6.Pillay, E.,& Singh,D.S.(2018).The Impact of employee engagement on organisational performance-a case of an Insurance Brokerage company in Gauteng. *IOSR Journal of Business and Management* ,20(6),66-76.
- 7.The Gallup Organization. (2005), Employee Engagement:The Employee side of human sigma equation.
- 8.Gallup Organization (2006). Gallup Study:Engaged employees inspire company innovation. *Gallup Management Journal*,
<http://businessjournal.gallup.com/content/24880/gallup-study-engaged-employeeinspire-company.aspx>.
- 9.Jain, Lalita(2019) . *Employee Engagement and its impact on Organizational Performance Study of select Organizations*. Department of Commerce and Business studies. Jamia Milia Islamia University, New Delhi
10. Muhammad, T. K., Naseer, A.K., Sheraz, A., & Mahfooz, A. (2012). Connotation of Organizational Effectiveness and Factors Affecting It. *International Journal of Business and Behavioural Sciences*, 2(9).
- 11.Lauby& Sharlyn.(2013).*The Definition of Employee Engagement.*, HR Bartender
<https://www.hrbartender.com/2013/employee-engagement/the-definition-of-employee-engagement/>
- 12.Mehta ,D.,& Mehta,N.K .(2013).Employee Engagement:A Literature Review .*Economic Seria Management*, 1(2) ,208-215.
- 13.Monica, R. (2020). Identifying the determinants and its impact on employee engagement in IT sector. Faculty of Management Studies, Anna University, Coimbatore
- 14.Kohli, P. (2014). Driving growth and productivity in India's hospitals. *Business Journal*, Retrieved from:
<http://www.gallup.com/businessjournal/166730/driving-growth-productivity-india-hospitals.aspx>
- 15.Accenture Research Report, 2007
- 16.Rani,& Pooja.(2017). Employee Engagement and job satisfaction in Indian financial sector. Department of Business management, Guru Jambheshwar University of Science and Technology,Haryana
- 17.Siswanto.(2019).The Determinant of Employee Engagement .*IQTISHADIA Journal Ekonomi & Perbankan Syariah*,6(2)
- 18.Mboga,J.,& Troiani,K.(2018).An Empirical Study:Employee Engagement and linkage to organization Performance ans Sustainability.*International Journal of Business and Applied Sciences*,7(2),42-56.
- 19.Bhatnagar,J.(2007).Talent management strategy of employee engagement in Indian ITES employees:Key to retention.*Employee relations*,29(6),640-663.
- 20.Gallup Inc.(2015).Employee Engagement in US stagnant in 2015.Retrieved from gallup.com
- 21.Smith,L.T.(2013).*Decolonizing methodologies:Research and indigenous peoples*.Zed Books Ltd.
- 22.Alshammari,H.(2015).Workplace Productivity through Emplooyee Workforce Engagement :A Review Study.*International Journal of Business and Social Sciences*,6(12),156-160.
- 23.May,D.R.,Gilson,R.L.,& Harter,L.M.(2004).The Psychological conditions of meaningfulness,safety,and availability and engagement of the human spirit at work.*Journal of Occupational Psychology*,77,11-37.
- 24.Meyer,J.P.,& Allen,N.J.(1997).*Commitment in the workplace:Theory ,research and application*.Thousand Oaks,CA:Sage Publications.
- 25.Taleo Research (2009). *Alignment Drives Employee Engagement and Productivity*.
Retrieved 29 May 2011 from <http://www.taleo.com>
- 26.Towers Perinn(2003). Working Today: Understanding What Drives Employee Engagement. *The 2003 Towers Perinn Talent Report*. Retrieved 15 June 2011,from
http://www.towersperinn.com/tp/getwebcachedoc?webc=hrs/usa/2003/200309/talent_2003.pdf
- 27.Siddhanta, A.& Roy, D.(2010). Employee Engagement Engaging the 21st century workforce, *Asian Journal of management research*, ISSN 2229-3795.
28. Buckingham,M. & Coffman,C.(1999).*First , break all the rules:what the world's greatest managers do differently*.New York,NY: Simon & Shuster.
- 29.Coffman,C.& Gonzalez-Molina,G.(2002).*Follow this path:How the world's greatest organizations drive growth by unleashing human potential*.New York,NY: Warner Books,Inc.
- 30.Macey,W.H. & Schneider,B.(2008).The meaning of employee engagement,*Industrial and organizational psychology*. Vol,1,pp.3-30.
- 31.Hooper N.(2006).Companies where people want to work.*Weekend Australian Financial Review*,17-19

32. Cooke F.L., Cooper B., Bartram T., Wang J., Mei H. (2019). Mapping the relationships between high-performance work systems, employee resilience and engagement: A study of the banking industry in China. *The International Journal of Human Resource Management*, 30(8), 1239-1260.
33. May, D.R., Gilson, R.L. & 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, pp. 11-37.
34. Kelleher B. (2011). Engaged employees high performing organizations: Disengaged employees have been found to be 1 of the biggest threats 10 successful businesses, whereas engagement- Building a mutual commitment between employer and employee- Results in just the opposite. *Financial Executive*, 27(3), 51-54.
35. Biswas, S., Bhatnagar, J. (2013). *Mediator analysis of employee engagement : Role of perceived organizational support, PO fit, organizational commitment and job satisfaction*. Vikalpa, 38(1), 27-40.