

EMPLOYEE ENGAGEMENT: THE IMPACT OF ORGANISATIONAL JUSTICE, PERCEIVED SUPPORT, AND PERSON FIT

Pallavi Bhagat*, Neelika Arora**

*Assistant Professor, GDC Boys Udhampur, Jammu & Kashmir, India.

Email: pallavibhagat25@gmail.com

**Assistant Professor, Central University of Jammu, Jammu & Kashmir, India.

Email: a_neelika@yahoo.com

Abstract: In this competitive era, organisations are concentrating on engaging their employees, and this has become a competitive differentiator for the organisations. Most of the organisations today are becoming a powerful source of competitive advantage. Hence, engagement is seen as a capable wellspring of a game changer in these tumultuous times. This paper focuses on constructs like perceived organisational support, person-organisation fit, and organisational justice, and their influence on employees, which can help the organisations know and develop measures to engage employees and retain talent. This study was conducted on telecom employees working in telecom organisations. Responses from 255 employees were received, out of the 455 questionnaires distributed. The hypotheses focused on the relationships between perceived organisational support, person-organisation fit, and organisational justice, and employee engagement. The findings of the study suggest the impact of the antecedents on employee engagement and how these antecedents can help engage the employees in their work places. The results confirm that perceived organisational support, person-organisation fit, and organisational justice actually lead to employee engagement, ultimately retaining the employees and negatively impacting their 'intention to quit'. This inculcates in employees a sense of belonging with the organisation, resulting in long-term relationships. This in turn keeps the organisation economically sound.

Keywords: Employee Engagement, Organisational Justice, Perceived Organisational Support

INTRODUCTION

In today's economy, an organisational reputation or employer brand can be built through external, as well as internal efforts. In this present competitive scenario, most of the organisations focus on the external efforts but ignore the enhancement of internal resources, thereby failing to provide an appropriate environment to the employees. This internal environment consists of engaged employees who are actually responsible for an organisation's success. The successful business organisations have always recognised the contributions of engaged employees (Kumar & Pansari, 2015; Hanif, Naqvi & Hussain, 2015).

In the past two decades, the telecom sector services have gained pace and contributed to the overall economy. According to TRAI's report, the overall tele-density in India increased from 79.98 as on 30 June 2015 to 83.36 as on 31 March 2016 (TRAI, 2016). The importance of the telecommunications sector for the Indian economy can be

judged by its contribution to the GDP, tax revenue, and jobs. Various studies show that this sector acts as an asset to the Indian economy, thereby generating revenue. The 3G spectrum auction, combined with the bid values for broadband wireless access licenses, yielded more than Rs 100,000 crores in 2010 to the Government of India, amounting to approximately 1% of the GDP. Regulation, liberalisation, and technology are three factors that play an important role in the telecom sector. The telecommunications sector plays an increasingly important role in the Indian economy. It contributes to the economic growth and the GDP, and generates revenue for the government and generates jobs. The telecom sector has a multifaceted impact on the economy (TRAI, 2016). "The Indian telecom sector is expected to generate four million direct and indirect jobs over the next five years according to estimates by Randstad India. The employment opportunities are expected to be created due to combination of government's efforts to increase penetration in rural areas and the rapid increase in smartphone sales and rising internet usage"(IBEF, 2016).

Employee engagement has been seen as an idea of saddling of the selves of the individuals from the association to their roles. This statement gives an idea about the concept of employee engagement i.e. it is the reinforcement of one self towards the assigned job roles with passion and commitment which ultimately leads to performance.

Talent retention has become a problem these days, thereby making every organisation keen to engage its employees, to lower their intentions to quit the organisations. So, employee engagement has become a major focus for the organisations these days (Schaufeli & Bakker, 2004). Engagement is the positive connection of employees to their work and their organisation. The employees utilise and communicate physically, psychologically, sincerely, and rationally amid their performances (Kahn, 1990). Employee engagement has been characterised as a positive perspective portrayed by vigour, absorption, and dedication. So, a construct which considers “cognitive, emotional and behavioural components of work related roles” is “employee engagement”.

Ghosh et al. (2014) recommended the linking of constructs like organisational justice and employee engagement, with perceived organisation support and many other variables like OCB. A model has been studied to understand the integration of PO fit, turnover intention, and employee engagement, and further research was suggested to examine the model by testing it empirically. The investigation of the relationship between employee engagement and justice perceptions in the workplace has been studied and proved. The strengthening of employee engagement by justice and related elements was doubted. In addition, work engagement is related to personal outcomes in the presence of critical psychological states. When employees demonstrate an effective fit between their work and organisation, they develop a sense of paying back to the organisation, finally leading to high employee engagement and low turnover intention (Memon et al., 2015). Kumar and Pansari (2015) and Hanif, Naqvi and Hussain (2015) suggested that self-examination and the organisational environment leads to employee engagement, and those engaged employees help in profit maximisation. This accessible writing on drivers of employee engagement demonstrates that there is scarcity of writing on these three drivers together and their effect on employee engagement. In this way, we concentrated on these three particular and less explored drivers.

Employee engagement is a variable that concentrates on workers' view of mental accessibility, security, and meaningfulness or significance in releasing their formal part prerequisites. It means the employees should always be engaged in coordinating with the subordinates and supervisors while putting efforts in the tasks assigned to

them. Employee engagement is one such variable which not only concentrates on one self but also in supporting others to get the task done.

As per the organisation support theory, to meet the social and emotional needs and to determine the organisation's readiness to reward increased work effort, employees develop a feeling of conviction that the organisation values their commitment and thinks about their prosperity. The similarity between employee attributes and those of the organisation or work context indicates the person-organisation fit. Organisational justice is an important prerequisite for the organisations to function properly. The fair and just organisations, in their policies, procedures, interactions, and distribution frameworks, bring about positive behaviours and productivity.

REVIEW OF LITERATURE

The literature focuses on the degree to which employees are involved in their roles and how committed employees are to the success of the organisation. Kahn (1990) advocated that employee engagement can be expressed as the way in which people connect themselves to their work roles and express themselves “physically, cognitively and emotionally during the performance of their roles”. As opined by Kahn (1990), when people do not engage themselves in their work the result can be withdrawal and defensive behaviour. May et al. (2004) suggested that engagement was concerned with how individuals put forth a concentrated effort in the job performance, and active utilisation of feelings and practices as well as perceptions. The contribution of the antecedents need to be checked to get the powerful predictors of employee engagement, so that the organisations are able to retain the best talent in the organisations through engaging the employees in the best possible ways.

The studies on the antecedents were conducted by various researchers like Salanova and Schaufeli (2008), Bakker (2009), Adekola (2011), Wollard and Shuck (2011), Biswas and Bhatnagar (2013), and Veerabramham and Kolla (2014), whose findings added to the literature on the antecedents or drivers of employee engagement. Three drivers of employee engagement have been identified from the literature, namely person-organisation fit, organisational justice, and organisational support, which are to be empirically tested in the present study. Along these lines, it proposes organisations and organisational practitioners to take preventive measures against estrangement of work force, to take measures to prevent job alienation, and guarantee an enthused workforce. Today, numerous organisations are attempting to discover the indicators or precursors of employee engagement.

Perceived Organisational Support and Employee Engagement

Perceived organisational support (POS) is esteemed as affirmation that guidance will be available from the organisation, when one is expected to complete one's occupation adequately and to manage upsetting situations (Rhoades & Eisenberger, 2002). Wayne, Shore and Liden (1997) have concentrated on constructs like perceived organisational support (POS) and leader-member exchange (LMX); they verified a model of the antecedents and consequences of perceived organisational support and leader-member exchange, based on social exchange theory.

Perceived organisational support leads to fulfilment of employee obligations, and hence, shows positive attitudes and behaviours (Wayne, Shore & Liden, 1997). In a manner, perceived organisational support has a tendency to result in engagement of workers with their occupation and organisation. Loi, Hang-yue and Foley (2006) examined "the relationship between employees' justice perceptions, perceived organisational support, organisational commitment and intention to leave", and their findings suggested that procedural, as well as distributive, justice contribute to the advancement of POS; additionally, perceived authoritative backing interceded with the consequences of authoritative duty and goal to leave.

In addition, according to Ahmadi, Tavakoli and Heidary (2014), employees are impressed by the focussed and engaged co-workers, thereby rarely indulging themselves in complaints about unfairness at work place. Macey and Schneider (2008) recommended that the perception of organisational backing empowers employees to instil in themselves versatile as well as creative methods for adapting to the requisites of the environment. Perceived organisational support teaches a faith in incumbents that they have the essential physical, intellectual, and emotional facet to satisfy the obligations related to the role and appears in conformity with almost every dimension of the organisation's work environment (Saks, 2006). Taking into account the theory discussed above, the first hypothesis formed is:

H1: Perceived organisational support has a significant impact on predicting employee engagement.

Person-Organisation Fit and Employee Engagement

Chatman (1991) has defined person-organisation fit as the overlapping of patterns of organisational values and individual attributes related to values, i.e. what an individual

values in an organisation, such as being a team-worker or creative.

As indicated by Chatman, a high person fit at the entry level will be emphatically connected to job satisfaction, and adversely, with the expectation of leaving the organisation. Goodman and Svyantek (1991) opined that in organisations, the important perspective that has been recognised for individual job performances and organisational effectiveness is the level of contextual performance activities.

Kristof (1996) concentrated on a model of person-organisation fit that fuses supplementary and additionally corresponding points of view on fit. He made a refinement between the immediate estimation of fit perceptions and the roundabout estimation of person-organisation fit.

Lauver and Kristof-Brown (2001) opined that person-organisation fit was a better antecedent of expectation to quit, than was person-job fit; there exists a positive relationship between person-organisation fit and contextual performance, which includes the extra role behaviours not included in the job description of the employee. Schaufeli and Bakker (2004) concluded that experimental proof has shown that a more elevated amount of employee engagement lessens representative turnover (Maslach et al., 2001; Saks, 2006). In previous studies, person-organisation fit and employee engagement were not talked about so much. Person-organisation fit reflects the way in which the employees develop a sense of commonality of purpose with their employing organisations. This makes the employee clear about the purpose of their job and increases the intensity of their focus on the tasks. It inculcates a sense of belonging among the employees, and this fosters their sense of psychological wellness.

H2: Person-organisation fit has a significant impact on predicting employee engagement.

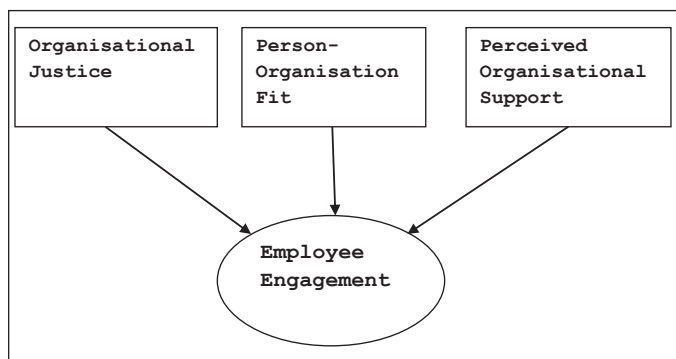
Organisational Justice and Employee Engagement

Organisational justice is defined as "the impact of justice on effective organisational functioning and is best conceptualised as three distinct dimensions; procedural, distributive and interactional" (Colquitt, 2001), or is characterised as the effect of impartiality on successful authoritative working and is best conceptualised as three particular measurements: procedural, distributive and interactional.

Distributive equity and procedural equity are thought to be particular builds (Colquitt, Conlon, Wesson & Porter, 2001). The centre of equity research later moved to procedural equity (e.g. Thibaut & Walker, 1975) when researchers noticed that distributive equity could not address an individual's

reasonable strategy interest (Greenberg, 1990). Equity discernments are identified with organisational outcomes, for example, job satisfaction, organisational commitment, organisational citizenship behaviour, withdrawal, and performance (Colquitt et al., 2001). At the point when workers have a high view of equity in the organisations, they are prone to get revelled into their role performance by more endeavours, through more significant levels of engagement. Justice has been one of the significant working situations in the model given by Maslach et al. (2001). A brilliant business opportunity has been offered by justice from harvesting particular returns, for example, more grounded employee commitment to picking up a general focused edge that lives in a “culture of justice”.

H3: Organisational justice has a significant impact on predicting employee engagement.



(Adapted from “Mediator analysis of employee engagement: Role of perceived organizational support, PO fit, organizational commitment and job satisfaction” by Biswas, S., & Bhatnagar, J., 2013, *Vikalpa*, 38(1), 27-40.)

Fig. 1: Proposed Conceptual Model

RESEARCH DESIGN AND METHODOLOGY

The organisations from where data was collected included the corporate offices of Airtel, Aircel, Idea, Vodafone, and Reliance. Then, a question arises as to why only private organisations were considered for the study. The reason behind this is that as per the annual report published by Telecom Regulatory Authority of India, the basic feature of the Indian telecom sector is the continuous rise in the number of telephones under the private sector operators. During the period ending December 2014, the total number of telephones of the private sector increased to 865.68 million and the number of telephones of public sector stood at 105.32 million. The share of private sector increased to 89.78% at the end of March 2016, over the public sector share of 10.22% during the same period. In the present scenario, the private

sector is dominating in telecom sector (TRAI, 2016). With the increasing influence of the telecommunication sector on society, the sector is highly technology enabled; however, this does not ignore the importance of human resources in this sector.

The stratified sampling technique was used in the study. The population considered all the employees working in private telecom organisations in Jammu. The employees were divided into homogeneous groups, with respect to their designations like executives to senior managers. The sampling frame consists of five organisations considered for the study. The questionnaire was delivered to the employees considered under the study (N = 450). The response rate was 56.7%. The present research is conclusive, descriptive, and based on cross-sectional design.

As the study focused on the employees having designations ranging from executive to senior manager level only, a total of 450 questionnaires were given to the employees of five organisations as per the sampling considered by the reviewed literature.

Responses from 255 employees were received.

Response rate = 56.66%

Pre-Test and Data Collection

An exploratory pilot study for a specimen size of 50 respondents drawn from the telecom sector was attempted. This study utilised the collection of primary as well as secondary data for investigation. For this study, the questionnaires were utilised to accomplish the fundamental target of the study. A self-regulated instrument was conveyed to the employees. The questionnaire given to the employees were meant to evaluate their engagement, and its predecessors considered as perceived organisational support, person-organisation fit, and organisational justice. The set of items were organised utilising the Likert format, with a five-point response scale.

Measuring Instrument and Dimensions

The constructs, like perceived organisational support, organisational justice, and person-organisation fit, and employee engagement were measured by adapting scales from those propounded by different researchers in different studies, which have been done previously. The five-point Likert scale has been utilised for capturing the opinions of respondents.

Scales Considered	
Perceived Organisational Support	Eisenberger et al. (1986)
Organisational Justice	Niehoff & Moorman (1993)
Person-Organisation Fit	Cable & Judge (1996)
Employee Engagement	Utrecht Engagement Scale by Schaufeli et al. (2002)

Note: Each construct in the table is measured using the mentioned scales.

ANALYSIS AND RESULTS

Table 1: Description of Sample

Organisation	Frequency	Percent
Airtel	64	25.1
Aircel	56	22
Vodafone	48	18.8
Reliance	35	13.7
Idea	52	20.4
Total	255	100
Gender	Frequency	Percent
Male	172	67.5
Female	83	32.5
Total	255	100
Designation	Frequency	Percent
Executive	80	31.4
Senior Executive	80	31.4
Assistant Manager	53	20.8
Manager	35	13.7
Senior Manager	7	2.7
Total	255	100
Experience	Frequency	Percent
0-1 year	44	17.3
1-2 years	89	34.9
2-3 years	78	30.6
Above 3 years	44	17.3
Total	255	100

The organisation-wise distribution of respondents in Table 1 showed that Airtel and Aircel have more respondents than Idea, Vodafone, and Reliance. There was more representation of males than females, i.e. 67% are males and 33% are females. There is more percentage of executives and senior executives in the data. This shows that employees

with experience of 1-2 years are more than those having 2-3 years of experience.

Table 2: Reliability of Scales Used

Scale	No. of Items	Cronbach's Alpha
Perceived organisation support	8	.873
Person-organisation fit	3	.743
Organisational justice	20	.886
Employee engagement	17	.699

Note: The reliability of scales is greater than 0.5, indicating that the reliability of scale is good.

The descriptive statistics showed that the data is normal in nature. In the present study, five-point categories have been used; an item mean of around three would be ideal. The scale reliabilities are equal to or more than 0.7, which shows that the scales used in the present study are reliable (Table 2).

Hypothesis Testing

The study has three hypotheses, which deal with the influence of perceived organisational support, person-organisation fit, and organisational justice on engagement of employees working in the private telecom organisations. The correlation analysis proved that three antecedents are directly related to employee engagement and the relationship is positive. The values of Pearson correlation are shown in Table 3. The correlation coefficient is measured within the range -1 to $+1$. Strong correlation between antecedents and employee engagement has been demonstrated, where $r = .692$ (POS), $r = .742$ (OJ), and $r = .567$ (PO fit), where $p < .005$.

Table 3: Correlation Matrix

Variable	Employee Engagement
Perceived Organisation Support	.692(**)
Organisational Justice	.742(**)
Person-Organisation Fit	.567(**)

Note: (**) Significance at 0.01 level (2-tailed); N = 255.

The outcomes of multistep regression analysis are shown in Table 4. From Table 4, it can be observed that R square = 0.798, which shows that the hypothetical model proposed in the study clarifies 79% of the variance in the dependent variable – employee engagement. The model summary exhibits R Square and Adjusted R Square values for every progression, alongside the measure of R Square Change.

Table 4: Model Summary of Multiple Regression

Model	R	R Square	Adjusted R Square	Standard Error of Estimate
1	.742 ^a	.550	.548	3.193
2	.879 ^b	.772	.771	2.276
3	.893 ^c	.798	.795	2.150

Note: a. Antecedents: (constant, OJ); b. (constant, OJ, POF); c. (constant, OJ, POF, POS).

As evident from Table 5, the regression equation can be formed as $Y = \alpha + \beta x + \varepsilon$

$$\text{Employee Engagement} = \beta_0 + \beta_1 x + \beta_2 y$$

Employee Engagement = 11.20 + 1.788 person-organisation fit + .440 organisational justice + .369 perceived organisation support. As evident, person-organisation fit plays a more

profound role compared to perceived organisation support and organisational justice in determining employee engagement.

The β values in Table 5 instruct about the degree to which every antecedent influences the outcome, keeping other constructs constant. Person-organisation fit ($\beta = 1.788$). Employee engagement increases by 1.788 units when the value of person-organisation fit increases by one unit ($\beta = 1.788$). If the effects of person-organisation fit are kept constant, this elucidation is true. Organisational justice ($\beta = .440$). Employee engagement increases by .440 units when the value of organisational justice increases by one unit ($\beta = .440$). If the effects of organisational justice are kept constant, this elucidation is true. Perceived organisation support ($\beta = .369$). Employee engagement increases by .369 units when the value of perceived organisation support increases by one unit ($\beta = .369$). If the effects of perceived organisation support are kept constant, this elucidation is true.

Table 5: Development of Regression Equation through Coefficients

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Remarks
	B	Std. error	Beta			
Constant	11.206	2.123		5.279	.000	
POS	.369	.026	.541	14.337	.000	H1 accepted
POF	1.788	.122	.434	14.674	.000	H2 accepted
OJ	.440	.079	.218	5.596	.000	H3 accepted

Note: Values of B act as the coefficients in regression equation.

DISCUSSION

The study was conducted to ascertain if there is any notice-able impact of perceived support, person fit, and organisational justice on employee engagement. From the statistical analysis, it was inferred that perceived organisation support, person-organisation fit, and organisational justice were significant predictors of employee engagement. In private telecom organisations (Jammu), the model explained 79% of the variance in employee engagement.

The findings of the study have been supported by various researchers. The first hypothesis of the study was to find the role and impact of perceived organisational support on employee engagement; our findings showed that perceived organisational support of employees has a noteworthy impact on employee engagement and their relationship is positive, which is supported by many studies (Ahmadi et al., 2014; Allen, Shore & Griffeth, 2003; Ram & Prabhakar, 2011). Organisational support, as perceived by the employees, leads to their psychological wellbeing; this study has vast implications as it may help to find out why some employees

within the organisation have better indulgence than others. The results showed how employees perceive organisational support, and with their values matching those of the organisations, helps them be more involved with the firms.

The second hypothesis was to find the role and impact of person-organisation fit on employee engagement. The results showed that person-organisation fit has a significant impact in driving employee engagement; there is a positive relationship between the two (Memon et al., 2014; Memon, Salleh & Baharom, 2015). The regression analysis shows that person-organisation fit plays a more profound role, compared to perceived organisation support and organisational justice, in determining employee engagement. The results are consistent with many studies, like Memon et al. (2014); Memon, Salleh and Baharom (2015); Unal and Turgut (2015); Ahmadi et al. (2014); Allen, Shore and Griffeth (2003); and Ram and Prabhakar (2011), which laid stress on the organisation and its support to the employees, and the matching of values between the two. In accordance with the findings, employees willingly put their best efforts in their work if their values are congruent with the value set

of the organisation. Along with this, as suggested by Deci and Ryan (1987), in organisations that show support to the employees, the latter tend to work with the organisation for a longer period of time and demonstrate their engagement towards the work.

The third hypothesis was to find the role and impact of organisational justice on employee engagement; the findings suggest that organisational justice has also a remarkable influence on employee engagement and has a positive relationship with it (Biswas, Varma & Ramaswami, 2013; Ghosh, Rai & Sinha, 2014; Ram & Prabhakar, 2011; Swarnalatha & Prasanna, 2013). The organisations should take care of employee engagement initiatives as these can lead to employee retention and enhanced efficiency of employees. For this, the antecedents of employee engagement should be considered, like taking care of the support provided by the organisation, its fairness or justice procedures, and the values exhibited (Ghosh, Rai & Sinha, 2014; Swarnalatha & Prasanna, 2013).

This study would contribute to the existing literature about employee engagement and its antecedents with respect to the telecom industry. The proposed conceptual model that grew in the study stands validated and approved. The outcomes of the present study give sufficient support to the proposed hypothetical model. The results of the data analysis support our hypotheses.

CONCLUSION

The current study was successful in revealing the predictors of employee engagement, and which of the predictors is more responsible for an engaged employee in the case of telecom organisations. This study provides an insight into the antecedents of employee engagement, for the practitioners and the managers need to impart organisational support, person fit, and organisational justice, which can indulge employees and retain them eventually. Perceived organisational support tends to create self-obligation in employees and keeps employees engaged emotionally, mentally, as well as physically. The various training and development programmes can be conducted for the employees to make them understand citizenship behaviours in the organisations, through mentoring and coaching by senior leaders. Engaged employees can lead to employee satisfaction, commitment, and employee well-being. HR managers need to focus on the employees at work, as well as a little on the personal front, through employee engagement initiatives embracing the support, value fit, and justice criteria.

The study has considered the employees' point of view rather than the employers' point of view by inclusion of perceptions

(perceived organisational support) in the study. This will help managers fathom the extent of their considerations for the employees, so that they can engage their human resources.

LIMITATIONS AND FUTURE RESEARCH POTENTIAL

The present study is a cross-sectional study and it needs to be longitudinally tested, to prove that hypothesised relationships are strong and do not change over time. During the study, the data was collected only from the private telecom sector employees in Jammu. The data was collected by personally visiting the organisations and interacting with the employees. Due to time constraints, the response rate could not be increased. The study includes only public sector telecom organisations in Jammu. The study is restricted to the telecom sector. The questionnaire was used for data collection. This method of collecting data has the limitation of a lower response rate; respondents might take time to understand the questions. The number of respondents, though drawn from different organisations, varied in terms of designation, gender, experience, and so on. Many contrasting perceptions on various dimensions can be reached.

Issues like the proper definition of employee engagement, whether it is a group activity or not, and the negative impact of engagement on employees, are a few fields that are to be explored. There is scope for conducting a study at the cross-country level and other parts of India. A comparative study of rural and urban employees can also be conducted. The study can be enriched by inclusion of more variables under the theoretical framework in future studies. The sample can be bigger to increase the representation of population in the study. The study can be done in other states, for public as well as private sector organisations in the telecom sector, to ascertain other antecedents and their contributions on employee engagement. The different measures of employee engagement (vigour, dedication, and absorption) and organisational justice (interactional, procedural, and distributive justice) can be studied by considering them as individual variables. The study can be conducted in other service sectors as well. Future studies and researches can be done at all levels of management. The increment in various aspects of employee engagement, like job engagement and organisational engagement can help in augmenting the extent of the study. The best practices in employee engagement may be incorporated through case studies for further research.

REFERENCES

Adekola, B. (2011). Antecedents and consequences of work engagement among managers and professionals in

- Nigeria. *British Journal of Management and Economics*, 1(2), 83-99.
- Ahmadi, S. A., Tavakoli, S., & Heidary, P. P. (2014). Perceived organizational support and employee engagement. *International Journal of Information Technology and Management Studies*, 1(1).
- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29(1), 99-118.
- Annual Report 2013-2014, Department of Telecommunications, Ministry of Communications & Information Technology, Government of India, New Delhi. Retrieved May 9, 2016, from [http://www.dot.gov.in/sites/default/files/AR%202013-14%20English%20\(2\)_1.pdf](http://www.dot.gov.in/sites/default/files/AR%202013-14%20English%20(2)_1.pdf)
- Bakker, A., & Demerouti, E. (2008). Towards a model of work engagement. *Career Dev Int.*, 13(3), 209-223. doi:<http://dx.doi.org/10.1108/13620430810870476>
- Bakker, A., & Leiter, M. (2010). *Work engagement*. Hove [England]: Psychology Press.
- Bhatnagar, J., & Biswas, S. (2010). Predictors & outcomes of employee engagement: Implications for the resource-based view perspective. *Indian Journal of Industrial Relations*, 46(2), 273-286.
- Biswas, S., & Bhatnagar, J. (2013). Mediator analysis of employee engagement: Role of perceived organizational support, P-O fit, organizational commitment and job satisfaction. *Vikalpa*, 38(1).
- Biswas, S., Varma, A., & Ramaswami, A. (2013). Linking distributive and procedural justice to employee engagement through social exchange: A field study in India. *The International Journal of Human Resource Management*, 24(8), 1570-1587.
- Cable, D. M., & Judge, T. A. (1996). Person-organization fit, job choice decisions, and organizational entry. *Organizational Behavior and Human Decision Processes*, 67(3), 294-311.
- Chatman, J. A. (1991). Matching people and organizations: Selection and socialization in public accounting firms. *Administrative Science Quarterly*, 36(3), 459-483.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86, 386-400.
- Ghosh, P., Rai, A., & Sinha, A. (2014). Organizational justice and employee engagement. *Personnel Review*, 43(4), 628-652.
- Goodman, S. A., & Svyantek, D. J. (1999). Person-organization fit and contextual performance: Do shared values matter? *Journal of Vocational Behavior*, 55, 254-275.
- Greenberg, J. (1990). Organizational justice: Yesterday, today and tomorrow. *Journal of Management*, 16(2), 399-432. doi:10.1177/014920639001600208
- Hanif, F., Naqvi, S., & Hussain, K. (2015). The role of employee engagement in work-related outcomes. *Advances in Economics and Business*, 3(6), 204-214. doi:10.13189/aeb.2015.030602
- IBEF. (2016). Telecommunications. India Brand Equity Foundation. Retrieved October 17, 2016, from <http://www.ibef.org/industry/telecommunications.aspx>
- ISR. (2004). International survey research. Retrieved from www.isrsurveys.com
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724. doi:10.2307/256287
- Kristof-Brown, A. I. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement and implication. *Personnel Psychology*, 49(1), 1-49.
- Kumar, V., & Pansari, A. (2015). Measuring the benefits of employee engagement. *MIT Sloan Management Review*, 56(4), 67.
- Lauver, K. J., & Kristof-Brown, A. (2001). Distinguishing between employees' perceptions of person-job and person-organization fit. *Journal of Vocational Behaviour*, 59, 454-470. doi:10.1006/jvbe.2001.1807
- Loi, R., Hang-yue, N. & Foley, S. (2006). Linking employees' justice perceptions to organizational commitment and intention to leave: The mediating role of perceived organizational support. *Journal of Occupational and Organizational Psychology*, 79, 101-120.
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1, 3-30.
- Maslach, C., & Leiter, M. P. (1997). *The truth about burnout: How organizations cause personal stress and what to do about it*. Jossey-Bass, San Francisco.
- Maslach, C., Schaufelli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422.
- 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*, 77, 11-37.
- Memon, M. A., Salleh, R., Baharom, M. N. R., & Harun, H. (2014). Person-organization fit and turnover intention: The mediating role of employee engagement. *Global Business and Management Research: An International Journal*, 6(3), 205-209.

- Memon, M. A., Salleh, R., & Baharom, M. N. R. (2015). Linking person-job fit, person-organization fit, employee engagement and turnover intention: A three-step conceptual model. *Asian Social Science*, 11(2).
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behaviour. *Academy of Management Journal*, 36(3), 527-556.
- Patrick, H. A., & Bhat, V. A. (2014). Moderating influence of critical psychological states on work engagement and personal outcomes in the telecom sector. *SAGE Open*, 4(2).
- Ram, P., & Prabhakar, G. V. (2011). The role of employee engagement in work-related outcomes. *Interdisciplinary Journal of Research in Business*, 1(3), 47-61.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714. doi:10.1037//0021-9010.87.4.698
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619. doi:10.1108/02683940610690169
- Salanova, M., & Schaufeli, W. B. (2008). A cross-national study of work engagement as a mediator between job resources and proactive behaviour. *The International Journal of Human Resource Management*, 19(1), 116-131.
- Schaufeli, W., & Bakker, A. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293-315. doi:http://dx.doi.org/10.1002/job.248
- Schaufeli, W. B., Pinto, A. M., Salanova, M., & Bakker, A. B. (2002). Burnout and engagement in university students: A cross-national study. *Journal of Cross-Cultural Psychology*, 33(5), 464-481.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4).
- Schaufeli, W. B., Salanova, M., Gonzalez-Roma, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71-92.
- Swarnalatha, C., & Prasanna, T. S. (2013). Employee engagement and fairness in the workplace. *International Journal of Exclusive Management Research*, 3(1).
- Thibaut, J., & Walker, L. (1975). *Procedural justice: A Psychological analysis*. Hillsdale, NJ: Lawrence Erlbaum Associates.
- TRAI (Telecom Regulatory Authority of India) (2016, August 5). Government of India, Indian Telecom Services Performance Indicator Report for the Quarter ending.
- Ünal, Z. M., & Turgut, T. (2015). The buzzword: Employee engagement. Does person-organization fit contribute to employee engagement? *Iranian Journal of Management Studies*, 8(2), 157.
- Veerabramham, B., & Kolla, N. (2014). Antecedents of employee engagement: An empirical study. *International Journal of Management*, 5(3), 21-27.
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *The Academy of Management Journal*, 40(1), 82-111.
- Wollard, K. K., & Shuck, B. (2011). Antecedents to employee engagement a structured review of the literature. *Advances in Developing Human Resources*, 13(4), 429-446.