

Exploring the Factors Influencing the Engagement Level of Employees Working in the Manufacturing Sector in Madhya Pradesh, India

Jessy John*

ABSTRACT

Employee engagement is a critical factor influencing the performance, productivity, and overall success of organizations, and it has garnered significant attention across various industries. This research paper presents a comprehensive research design for a survey-based study aimed at measuring employee engagement within the context of the manufacturing industry. The study adopts a descriptive research approach and utilizes a questionnaire-based methodology to gather data from employees working with various manufacturing companies in Madhya Pradesh, India. The primary research objectives include determining the level of employee engagement, analysing the factors influencing engagement, and investigating the impact of demographic variables. The null hypothesis postulates the absence of employee engagement among manufacturing industry personnel, while the alternative hypothesis posits the presence of such engagement. Since the factors influencing employee engagement was not pertinent an exploratory factor analysis was conducted to identify the major factors influencing the employee engagement of employees who are working with the various manufacturing unit as the work environment of these places are a bit different from various other sectors.

Keywords: *Employee Engagement, Manufacturing Sector, Work Culture, Collaborative Support and Employee Well-Being, Empowering and Inclusive Work Environment, Growth & Collaboration, Training and Performance Acknowledgment*

* Professor, BSSS Institute of Advanced Studies, Bhopal, Madhya Pradesh, India.
Email: jessyjohn@gmail.com, drjessyjohn@bsssiias.ac.in

INTRODUCTION

Employee engagement is a vital component of a successful organization, as it directly impacts the productivity, motivation, and job satisfaction of employees. It refers to the extent to which employees are committed, involved, and invested in their work and the organization as a whole.

The ability of management to sustain employee engagement is tested on a daily basis. A person's involvement, contentment, and excitement for their work are considered indicators of their employee engagement (Harter et al., 2002; Jeung, 2011; Shuck & Wollard, 2010). HR works behind the scenes to execute a plan for employee engagement. HR is in charge of engagement initiatives, ensures everything runs smoothly, and resolves any possible issues. Employees that are engaged have a feeling of direction and community, which motivates them to work hard and support the company's success. According to numerous studies, highly engaged workers typically exhibit high levels of productivity, which boosts an organization's profitability and staff retention. This, in turn, guarantees a high degree of customer happiness (Albrecht, Bakker, Gruman, Macey & Saks, 2015; Harter, Schmidt & Hayes, 2002; Saks, 2006; Coffman & Gonzalez Molins, 2001). According to Saks (2006), employee engagement is a social phenomena that may be developed and divided into two levels: individual and organisational. According to Maslach et al. (2001), it is composed of behavioural, emotional, and cognitive elements related to individual role performance. According to Schaufeli et al. (2002), engaged workers have a consistent positive emotional state that is marked by high levels of pleasure and activity.

Exploring the Factors influencing employee engagement and the strategies adopted by modern organizations for employee engagement.

Employee engagement is crucial in the current age of technological advancement and increasing organizational diversity. Kahn (1990) introduced the concept of employee engagement at the workplace and defined it as the process of "harnessing of organization members' selves to their roles" (p. 694). It is considered the "Holy Grail" for organizational effectiveness (Church, 2013; Hart, 2016). Organizations are now more focused on human capital and engaging employees to the best possible extent, as engaged employees tend to work better, resulting in enhanced organizational effectiveness (Chughtai & Lateef, 2015; Rani & Punitha, 2015). On the other hand, disengaged employees tend to be less productive, they are more likely to leave the organization, and may even spread negativity to their co-workers.

The idea of employee engagement in the workplace is associated with a number of individual behaviours, including career development, talent management, employee empowerment, performance management, emotional factors, turnover intention, productivity, and satisfaction (Brunetto et al., 2012; Chat-Uthai, 2013; Harter et al., 2002; Markos & Sridevi, 2010; Moreland, 2013; Yalabik et al., 2013).

In order to get the best results in organisational settings through effective employee engagement, organisations in the twenty-first century are concentrating on their human talent (Andrew & Sofian, 2012). Employee engagement synchronises managers and employees towards organisational goals, despite being connected to a variety of individual behaviours (Fleck & Inceoglu, 2010; González-Romá et al., 2006; Newman et al., 2010).

Numerous elements, including as the work environment, leadership, communication, opportunities for growth, and recognition, have been found to have an impact on employee engagement (Albrecht et al., 2015; Harter et al., 2002; Saks, 2006).

There are many factors that contribute to employee engagement, including opportunities for growth and development (Cho & Kim, 2015), effective communication (Kassing & Avtgis, 2016), recognition and rewards programs (Maylett & Warner, 2016), and positive workplace culture (Trivellas et al., 2013). Companies that prioritize employee engagement often see an improvement in business outcomes, such as increased revenue and customer satisfaction (Gallup, 2017). Skilled and knowledgeable workers can provide an organization with a competitive edge and improved productivity, making opportunities for growth and development highly meaningful to employees. Through skill-building, professional development, and training programs, employees can feel motivated and a sense of purpose, while simultaneously benefiting the organization. According to Cho & Kim (2015), offering these opportunities to employees is one of the key factors in employee engagement.

Initiating open lines of communication and creating a comfortable environment where workers feel heard and valued has been linked to higher employee engagement. In light of this knowledge, multiple organizations have begun encouraging feedback and cultivating a workplace culture that prioritizes communication. This proactive approach not only establishes a positive atmosphere in the office but also helps identify and troubleshoot any engagement-related issues (Kassing & Avtgis, 2016).

Mackay, Allen and Landis (2017), Nazir and Islam (2017), Hansen, Byrne and Kiersch (2014), and Agarwal (2014) all contributed to the research on the matter and concluded that the company as a whole benefits from engaged employees who are invested in the business.

Having a deep emotional connection with their organization, being highly committed to their work, and possessing immense passion for their employer's triumph are characteristics of engaged employees, as defined by Markos and Sridevi (2010).

Organizations should implement employee engagement tactics such as recognition and rewards, employee empowerment, and creating a link between workers and leaders. According to Sundaray (2011), focusing on engagement techniques would boost organizational performance, which will result in improved earnings, productivity, customer happiness, quality, staff retention, and increased adaptability.

Numerous behavioural and attitudinal aspects of employees, including career development, employee empowerment, performance management, emotional factors, talent management, and turnover intention, productivity, and satisfaction, have been found to be associated with employee engagement (Brunetto et al., 2012; Chat-Uthai, 2013; Harter et al., 2002; Markos & Sridevi, 2010; Moreland, 2013; Yalabik et al., 2013).

Research has demonstrated that employee engagement can be improved through various interventions, such as providing regular feedback, offering development opportunities, and implementing employee recognition programs (Albrecht et al., 2015; Harter et al., 2002; Saks, 2006). Different engagement drivers are important to different employees as one factor that motivates one employee may not motivate another, hence highlighting the need and importance of tailoring engagement strategies to the needs and preferences of individual employees (Bakker & Demerouti, 2017; Harter et al., 2002). Similarly, recognition and rewards in the form of bonuses, employee of the month awards, or paid time off, work appreciation and recognition enhances the engagement level of the employees which is usually reflected in their productivity through hard work (Maylett & Warner, 2016).

We also learned that a positive work culture is essential for employee engagement.

This includes creating a supportive and inclusive environment that fosters a sense of belonging and promotes work-life balance. A positive work culture can help reduce stress and increase job satisfaction, which in turn increases engagement (Trivellas et al., 2013).

Studies have shown that engaged employees are less likely to leave their employers and more likely to stay with them longer (Albrecht et al., 2015; Rich et al., 2010).

From the above literature, it is clear that employee engagement is directly related to various organizational outcomes and that engagement levels are dynamic and can be improved by various organizational interventions.

This research provides insight into the importance of employee engagement and the factors that influence it. By understanding these insights, organizations can improve employee engagement and take action to create better outcomes for the organization and its employees.

Based on these findings, this study explores employee engagement in the manufacturing sector in Bhopal so that companies can formulate decisions and strategies to increase employee engagement and improve productivity in the industry, which aims to reveal the main factors that influence employee engagement.

METHODOLOGY

The study adopts a descriptive approach to measure employee engagement levels and understand the factors influencing engagement.

Universe of the Study

The target population is the employees of various manufacturing companies located in Madhya Pradesh.

Sample

The data was collected from 102 employees working with various Manufacturing Units in Madhya Pradesh.

Sampling Technique

Judgmental Sampling was used for reaching out to the respondents and the data was collected only from on-role employees who were working with various Manufacturing Industries in Madhya Pradesh.

Tools of Data Collection

The research utilizes a questionnaire as the data collection instrument. The questionnaire is divided into two parts: the first part gathers demographic information, while the second part contains engagement-related questions. Likert's scale, with anchors ranging from Strongly Agree to Strongly Disagree, was used. The Gallup Q12 questionnaire, a validated instrument for measuring employee engagement, was employed, along with a researcher-constructed instrument based on a literature review to measure other enablers.

Data Analysis Techniques

The data was analysed using the Jamovi, SPSS and Excel.

OBJECTIVES

- To determine the employee engagement level among employees working in the manufacturing industry.
- To analyse the various factors influencing employee engagement in the manufacturing industry.

Null Hypothesis (Ho): Employees working in the manufacturing industry do not have employee engagement.

Alternative Hypothesis (Ha): Employees in the manufacturing industry exhibit employee engagement.

Reliability Analysis

Table 1: Reliability Analysis

	Mean	SD	Cronbach's α	McDonald's ω
Scale	3.03	.421	.933	.935

A reliability analysis was performed to assess the consistency and stability of the questionnaires used. The results show a mean of 3.03 and a standard deviation of 0.421. The Cronbach's alpha coefficient was 0.933, indicating a high degree of internal consistency among the questions in the questionnaire, which is considered adequate (Kline, 1998). The Omega coefficient of McDonald's is 0.935, indicating that the reliability of the questionnaire is high. Overall, the results suggest that the questionnaire is

reliable and can be safely used to collect meaningful data.

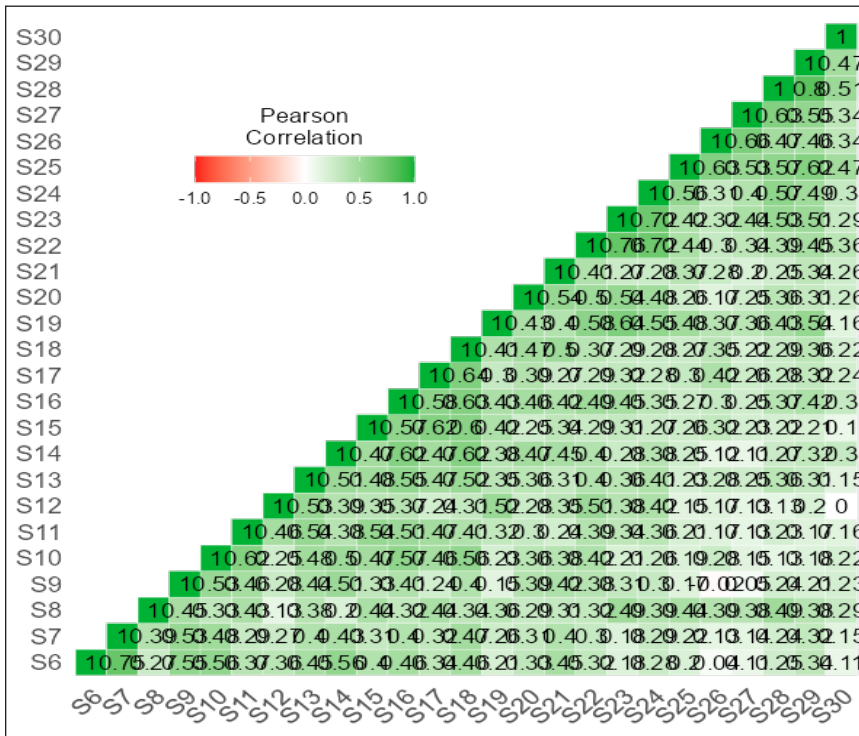


Fig. 1: Correlation Heat Map

The correlation between the variables on each axis is displayed in each square. The range of correlation is -1 to +1. The absence of a linear trend between the two variables is shown by values approaching 0. The more closely they are associated, the more positively they are correlated; that is, the stronger the association, the closer one gets to 1. Similar results are obtained with a correlation closer to -1, but if one variable rises, the other will fall. Since those squares are linking each variable to itself, the diagonals are all 1/dark green. It is hence a perfect correlation.

The value of alpha is influenced by the number of test items, item interrelatedness, and dimensionality, as seen in Table 1. The allowable alpha ranges from 0.70 to 0.95, according to various reports. A low alpha value may result from heterogeneous constructs, a small number of questions, or weak item interrelatedness. A high alpha could indicate that some items are redundant because they test the same question under a different name. It has been suggested that the alpha value should not exceed 0.90.

If more than 75% of the hypotheses are right or if there is a correlation of greater than 0.50 with an instrument measuring the same construct, convergent validity is generally deemed sufficient.

By looking at each research dimension's Average Variance Extracted (AVE) values independently, convergent validity can be verified. The acceptable AVE threshold is 0.5, as suggested by Hair et al. (2009). As a result, the questionnaire is legitimate.

Interpretation

The demographic profile of the respondents with regard to their age, gender, qualification and managerial levels are presented in Fig. 2, 3 and 4 respectively. From Fig. 2 it can be inferred that the majority of the respondents were males and belongs to the age group of 31-40 years. It was further observed that 54% belong to the junior management cadre and 46% of them were graduates and 32% of them were post-graduates.

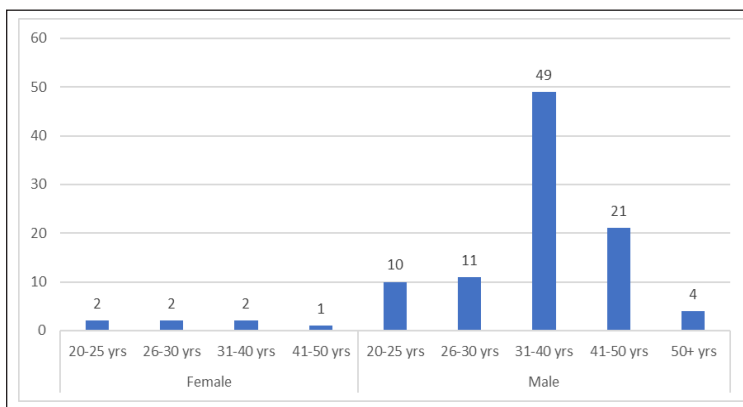


Fig. 2: Age and Gender of the Respondents

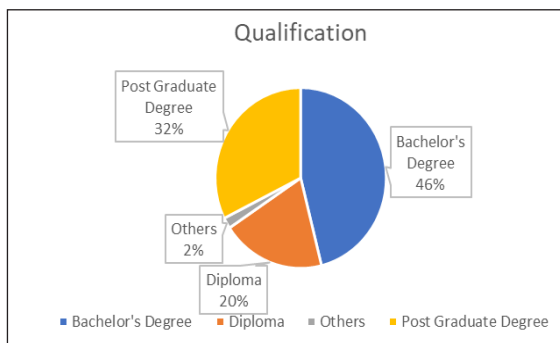


Fig. 3: Qualification of the Respondents

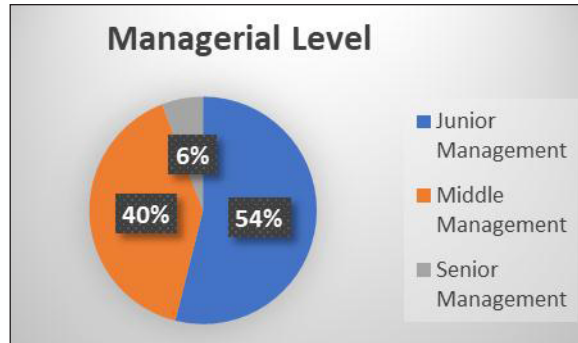


Fig. 4: Managerial Level of the Respondents

From Fig. 5 it can be inferred that 41% of the respondents were new to the organization with 0-3 years of association were as 32% were having 10-20 years of association with the organization.

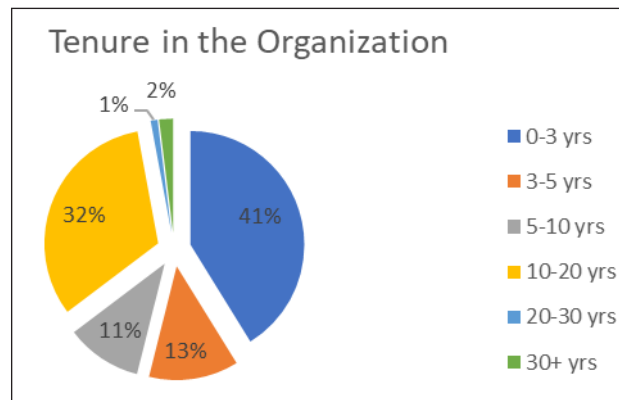


Fig. 5: No. of Years of Association of the Respondents with the Present Organization

Employee Engagement

The paper examined the engagement level of the employees working in the manufacturing industry using one sample t test.

Table 2: One Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Employee Engagement	102	3.0315	.40348	.03995

The table displays the results of a one-sample test for a sample of 102 data points (N). The mean of the sample is 3.0315, with a standard deviation of 0.40348 and a standard error mean of 0.03995 which is higher than the test value which is 1 (low employee engagement level).

Exploratory Factor Analysis

Table 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.861
Bartlett's Test of Sphericity	Approx. Chi-Square	1358.553
	Df	231
	Sig.	.000

The results in Table 3 show the results of the Kaiser-Meyer-Olkin measure (KMO) and Bartlett's test of sphericity.

The KMO metric (Kaiser-Meyer-Olkin measure of adequacy of sampling) is used to assess the suitability of data for factor analysis. A value of 0.842 indicates that the data are suitable for factor analysis.

The Bartlett test of sphericity tests the assumption that the correlation matrix is an identity matrix, that is, no correlation exists between the variables. An approximate chi-square value of 1558.919 and a significance level of 0.000 indicate that the correlation matrix is not identity and that there is a significant relationship between the variables. This means that the data are suitable for factor analysis.

Table 4: Communalities

	Initial	Extraction
Useful and constructive feedback	1.000	.772
Strong teamwork and cooperation	1.000	.743
Praise & Recognition	1.000	.770
Organizational policies for promotion and advancement	1.000	.749
Teamwork encouragement	1.000	.617
Provided proper training before the change	1.000	.727
Employee engagement activities to motivate	1.000	.554
Safe working environment	1.000	.568
Recommend employees	1.000	.668
Determined to give the best	1.000	.672
Help other employees	1.000	.711
Satisfaction with EE	1.000	.718
Peer support	1.000	.751
Respect by team	1.000	.556

	Initial	Extraction
Zero tolerance to discrimination	1.000	.728
Managers share decision-making power	1.000	.768
Satisfaction with performance review	1.000	.762
Feel respected by the team	1.000	.628
Managers interested in the progress of employee	1.000	.748
Work-life balance	1.000	.669
Rewards and recognition	1.000	.768
Treats employees well	1.000	.793

Extraction method: Principal Component Analysis.

Table 5: Component Transformation Matrix

Component	1	2	3	4	5
1	.484	.548	.497	.401	.240
2	.794	-.438	.090	-.389	-.138
3	.240	.601	-.649	-.380	.124
4	.278	-.248	-.565	.734	-.048
5	-.024	-.293	-.056	-.071	.952

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

Table 4 and 5 represents the results of a principal component analysis with varimax rotation and Kaiser normalization. The matrix shows the factor loadings of each component (1, 2, 3, 4, and 5) on the various skills and abilities, job responsibilities, and other workplace factors that were analyzed.

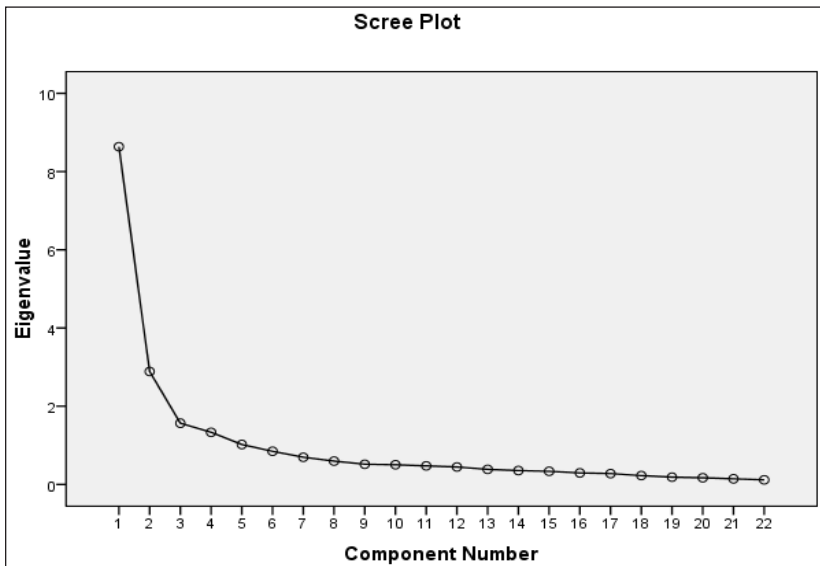


Fig. 6: Screen Plot

From the screen plot, it can be found that majorly five factors influence the engagement level of the employees working in the manufacturing sector.

Table 6: The Rotated Component Matrix^a

Components					
	Work Culture	Collaborative Support and Employee Well-Being.	Empowering and Inclusive Work Environment	Supporting Growth & Collaboration	Training and Performance Acknowledgment
Useful and constructive feedback				.816	
Strong teamwork and cooperation				.797	
Praise & recognition					.709
Organizational policies for promotion and advancement				.654	
Teamwork encouragement		.538			
Provided proper training before the change					.567
Employee engagement activities to motivate			.655		
Safe working environment		.516			
Recommend employees		.545			
Determined to give the best		.746			
Help other employees		.672			

Components					
	Work Culture	Collaborative Support and Employee Well-Being.	Empowering and Inclusive Work Environment	Supporting Growth & Collaboration	Training and Performance Acknowledgment
Satisfaction with EE		.797			
Peer support		.762			
Respect by team			.621		
Zero tolerance to discrimination			.770		
Manager share decision-making power			.620		
Satisfaction with the performance review			.712		
Feel respected by the team	.748				
Manager interested in the progress of employee	.726				
Work-life balance	.788				
Rewards and recognition	.797				
Treats employees well	.753				

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

It's important to note that the values in the matrix represent the correlations between the variables and the components. Higher absolute values indicate a stronger association between a variable and a particular component.

A rotated component matrix from a Principal Component Analysis (PCA) using Varimax rotation and Kaiser normalisation is shown in Table 6. The factor loadings for each variable are shown in Table 6's Component Matrix. The correlations between each variable and the underlying factors in the data are shown by the factor loadings. A variable is said to be highly connected with a given factor if its factor loading is high (near 1), and weakly associated with the factor if its factor loading is low (near 0).

This analysis aims to identify underlying factors or components that explain the patterns of correlation among the variables in the dataset. Each component represents a group of variables that tend to co-occur or relate to each other.

After factor analysis 5 factors were identified based on the nature of the association.

The Five factors identified that were influencing the engagement level of the employees working with manufacturing companies are as follows:

Factor 1: Work Culture

This component is considered as the major factor as has been characterized by variables related to creating a positive work culture and employee well-being. It includes variables such as feeling respected by the team (.748), manager interested in the progress of the employee (.726), work-life balance (.788), rewards and recognition (.797), and treats employees well (.753). These variables indicate that empowering employees, recognizing their contributions, and maintaining a work-life balance are important aspects of creating an empowered and inclusive work environment.

Factor 2: Collaborative Support and Employee Well-Being

This component emphasizes variables related to fostering a collaborative support system and ensuring employee well-being. It includes variables such as teamwork encouragement (.538), safe working environment (.516), recommend employees (.545), determined to give the best (.746), help other employees (.672), satisfaction with employee engagement activities (.797), peer support (.762). These variables suggest that creating a supportive work environment where employees feel valued, respected, and supported is crucial for collaborative support and employee well-being.

Factor 3: Empowering and Inclusive Work Environment

This component represents variables associated with empowering employees and fostering an inclusive work environment. Items such as how managers encourage employees to take part in employee engagement activities to motivate them (.655), respect for the employee (.621), and zero tolerance to discrimination (.770), participation in decision-making (.620), satisfaction with performance Review (.712), was found play significant role in creating an inclusive environment for ensuring employee empowerment

Factor 4: Supporting Growth and Collaboration

This component is characterized by variables related to supporting growth and collaboration among employees. It was found that useful and constructive feedback (.816), strong teamwork and cooperation (.797), and well-defined organizational policies related to promotion and career advancement (.654) enable to creation a strong growth and collaboration culture. These variables suggest that fostering a culture of continuous learning, personal growth, and collaboration is essential for supporting overall growth and development within the organization.

Factor 5: Training and Performance Acknowledgment

Praise and Recognition (.709) and proper training that is provided to the employees before initiation of any organizational change (.567) were also found to influence the creation of Training and Performance Acknowledgment culture in the organization.

Overall, the EFA results indicate that creating a positive work culture, fostering collaborative support and well-being, promoting an empowered and inclusive work environment, and supporting growth and collaboration Training and Performance Acknowledgment are important factors to consider for organizational success.

Overall, these findings align with prior research on employee engagement, which emphasizes the significance of factors such as positive work culture, collaborative support, empowerment, growth and collaboration, and training and performance acknowledgment. Creating an environment that prioritizes these factors is essential for promoting employee engagement, personal growth, and organizational success.

The study's results provide valuable insights for organizations in the manufacturing industries of Bhopal and surrounding areas, suggesting areas for improvement and development to further enhance employee engagement. By focusing on these factors, organizations can foster a positive work environment, strengthen collaboration, empower employees, support growth, and ensure effective training and performance acknowledgment, thereby driving overall organizational success.

DISCUSSION

Numerous studies have emphasized the significance of a positive work culture in promoting employee engagement. According to Saks (2006), a positive work culture characterized by respectful and supportive relationships, fairness, and a sense of belonging contributes to higher levels of engagement. This aligns with the findings of the present study, which identified variables such as feeling respected by the team, manager interest in employee progress, and fair treatment as important components of employee engagement.

Collaboration and teamwork have also been consistently linked to employee engagement. A study by Salanova, Agut, and Peiró (2005) found that encouraging teamwork and providing a safe and supportive work environment was crucial for fostering engagement among employees. The present study identified variables such as teamwork encouragement, a safe working environment, and peer support as essential for collaborative support and employee well-being play a significant role in enhancing the engagement level of the employees.

Empowerment and inclusivity have emerged as important factors in promoting employee engagement through this study with was supported by studies by Bakker and Demerouti (2008) and Rich, Lepine, and Crawford (2010), who suggested that empowering employees through participation in decision-making, providing autonomy, and offering opportunities for personal growth and development contribute to higher levels of engagement. The current study aligns with these findings, identifying variables such as managerial encouragement of employee engagement activities, employee respect, and zero tolerance for discrimination as key elements of an empowered and inclusive work environment.

A study by Harter, Schmidt and Hayes (2002) found that employees who received regular feedback, worked in collaborative teams, and

had clear career advancement opportunities were more engaged. This corresponds to the current study's findings, which identified variables such as useful and constructive feedback, strong teamwork and cooperation, and well-defined organizational policies related to promotion and career advancement as factors contributing to growth and collaboration which resulted in the creation of a construct related to supporting growth and collaboration for employee engagement.

Recognition and training have consistently been associated with higher levels of employee engagement. Studies by Luthans, Youssef and Avolio (2007) and Robinson, Perryman and Hayday (2004) emphasize the importance of recognizing employee contributions and providing opportunities for training and development. The current study aligns with these findings and found that identifying praise, recognition, and proper training as factors influencing training and performance acknowledgment.

So it can be observed that the findings of this study are in alignment with prior research on employee engagement within the manufacturing industries. The literature consistently highlights the importance of creating a positive work culture, fostering collaboration, empowering employees, supporting growth and learning, and recognizing employee performance as a crucial factor in enhancing employee engagement. These findings provide valuable insights for organizations seeking to improve employee engagement and overall organizational success within the manufacturing sector.

It can be inferred that Staff and line managers working in the Manufacturing sector need to invest more by providing a positive work culture that is inclusive and growth-focused and rather than creating close tight silos, can create a collaborative work culture that invests in employee engagement programs. The change in the vision of the leader towards such positive engagement approaches will reflect in the form of improved business outcomes, such as increased productivity, job satisfaction, and customer satisfaction.

Scope of Further Research

The identified factors can be used for pursuing CFA analysis among employees in the manufacturing industry to encourage new interventions in the creation of human capital and human assets.

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