

Factors Influencing Employee Engagement among Indian Millennials in the Private Sector

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Millennials' tendency to switch jobs frequently poses challenges for organizations while retaining and engaging this generation. Employee engagement in private Indian enterprises is the main topic of this article, which also aims to uncover important job-related and organizational elements that affect employee engagement. The independent factors considered in this research are job insecurity, job characteristics, organizational support, self-efficacy, and employee performance, while employee engagement serves as the dependent variable. Data were gathered from 201 millennial working professionals through a survey-based approach. The regression analysis showed that, in contrast to the correlation findings, perceived organizational support (POS) and employee performance (EP) significantly influenced employee engagement among Indian millennials, with job insecurity, job characteristics, and self-efficacy showing non-significant impacts.

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Introduction

As per the UNFPA's 2023 State of the World Population Report, India is poised to overtake China as the most populated country globally. By mid-year, the population of India is estimated to reach 1.4286 billion, exceeding China's population of 1.4257 billion. The majority of India's populace, accounting for over 68%, falls within the 15-64 working age group, while approximately 25% fit in the age group of 0 -14 years. Moreover, there are segments consisting of 18% for ages 10 -19, 26% for ages 10 -24, and 7% for individuals aged over 65 (Roy and Mascarenhas, 2023). This distribution of demographic data emphasizes how critical it is to comprehend and meet the aspirations of India's sizable youth

population, who can make major contributions to the country's development.

By 2025, millennials, who presently make up the majority of the workforce, are anticipated to hold the majority of organizational positions (Fry, 2018; Hernandez et al., 2018). This generational transition is significant because millennials have different beliefs, attitudes, and job expectations than prior generations, and businesses must accommodate these variations (Bottomley & Willie Burgess, 2018; Valenti, 2019). Millennials are frequently referred to as the most noticed and prosperous generation, having been born during a period of economic expansion. Managers must understand their work habits, including the requirement for flexible scheduling and work-life balance.

In India, millennials account for 34% of the total population, or approximately 440 million people. However, research on the multigenerational workforce in the Indian context is limited. Understanding millennials' expectations and adopting suitable leadership styles is crucial for effectively managing them in the workplace (Khan R., 2022).

Who Are Millennials?

Howe and Strauss (2000) defined five generations: Silent Generation (born between 1922 and 1945), Baby Boomers (1946-1964), Gen X (mid-1960s to early 1980s), Millennials/Gen Y (1980s to early 2000s), Gen Z (born between 2000 and 2010/2012), and Generation Alpha (born between 2010/2011 and 2024). Maan and Srivastava (2022) proposed an integrated design for classifying Indian cohorts: Baby Boomers (1946-1955), Gen X

Table 1 Characteristics of Millennials:

Western Countries Perspective	Indian Perspective
They are tech-savvy, independent, innovative, and responsible individuals. They are curious, empathetic, and family-oriented, with a positive outlook. Motivated, collaborative, and pragmatic, they prioritize education and continuously seek knowledge. While they may display impatience and seek shortcuts, they are confident, feedback-seeking, and driven by success, integrating work and personal life. They embrace diversity, are quick learners, and may benefit from supervision. (Twenge et. al., 2010; Bohl, 2008; Wesner & Miller, 2008; Shaw & Fairhurst, 2008; Monaco & Martin, 2007; Partridge & Hallam, 2006; Skiba & Barton, 2006)	This generation seeks idealistic leadership and guidance while being pragmatic, optimistic, and tech-savvy. They challenge authority and thrive in a consumer-driven, technologically advanced society. They believe in entrepreneurial creativity, financially motivated, diverse, and assertive, valuing work-life balance, and individualism. They prefer autonomy & independence & environments, a good lifestyle, seeking praise, and being motivated by exciting work and a promising future. Job stability & security, respect, challenges, responsibility, and non-financial benefits such as flexibility and security are important to them. They are ambitious, upbeat, and adaptable, and future-oriented. (Nasscom, 2022; Maan & Srivastava, 2023; Bansal & Srivastava, 2017; Chawla et.al., 2017; Dokadia, 2015; Rajesh & Ekambaram, 2014)

(1956-1980), Millennials/Gen Y (1981-1995), and Gen Z (1996-2007). Each generation is characterized by distinct historical events and technological advancements that shaped their experiences.

Employee Engagement

According to Lai et al., (2020) and Mone & London, (2018), employee engagement has recently received significant attention from both academia and practitioners (Saks & Gruman, 2014). Organizations require highly motivated, enthusiastic, committed, and engaged employees because their active participation is critical to ensuring organizational competitiveness and success (Bakker & Demerouti, 2007; Kataria et al., 2013). Any organization's personnel, or human capital, is extremely important, but in this age of high turnover rates and rising absenteeism, keeping employees has become more difficult (Reijseger et al., 2017). Several research works emphasize the critical role that employee engagement plays, given its correlations with enhanced citizenship behavior, increased productivity, employee happiness, and, eventually, better performance (Bakker & Albrecht, 2018).

According to Shuck et al. (2011), actively engaged employees consistently put forth continuous effort in their work, prioritizing their responsibilities over organizational goals. Schaufeli et al. (2006) state that employees who are involved have a strong sense of connection towards their work and take initiative to complete job tasks. According to Wollard (2011), disengaged employees tend to

shift their focus away from organizational goals. According to Bhatnagar (2012), disengagement not only results in poor performance but also has the potential to undermine colleagues' motivation, raising concerns about overall workplace dynamics.

Studies done in the US showed that about half of the workforce was disengaged, which had a negative impact on production and caused financial losses.

Scholars have studied employee involvement in India (Anitha, 2014), Japan (Shimazu & Schaufeli, 2009), Greece, Spain (Schaufeli et al., 2002), and other countries. The premise that employee engagement creates positive employee outcomes and favorably improves organizational performance is continuously supported by the literature (Biswas & Bhatnagar, 2013). International studies have demonstrated that disengaged workers negatively impact not only their own companies but also the nation's economy as a whole. For instance, studies done in the US showed that about half of the workforce was disengaged, which had a negative impact on production and caused financial losses (Abate, 2011).

Millennials & Employee Engagement:

The millennial generation is notable for being tech-savvy, and team-oriented, and for enjoying individual attention and validation of their skills. Because they have different expectations than older

workers, managers find it challenging to understand what motivates them (Meola, 2016). Millennials are acknowledged for changing the workplace and the employer-employee relationship because of their inclination for teamwork and multitasking (Swan, 2016). Conversely, they are less understanding of high-stress occupations, which diminishes involvement and decreases job satisfaction. Because of this, many millennials switch occupations frequently (Abate, 2016). A startling 87% of workers worldwide are disengaged, according to a 2017 Gallup report. This underscores the need for acting proactively to increase worker engagement. Despite that employee engagement has been well studied, its causes and impacts on the millennial workforce have received less attention.

Literature Review

Employee engagement, according to Judge and Robbins (2017), is the level of interest, joy, and enthusiasm an employee has for his/her job. Work engagement is a comprehensive concept that includes a variety of workplace effects in accumulation to other elements that might support the organization achieve its goals. It is debatable if cultivating positive attitudes in people while simultaneously making the most of what they already have may increase employee engagement.

The Institute of Employment Studies (IES), UK (2004), defines employee engagement as a positive attitude that workers maintain towards the company and its values. According to Hewitt Associ-

ates LLC (2004), employee engagement is “the condition in which the employees are intellectually and emotionally devoted to the organization’s aims”. Employee engagement, according to the Corporate Leadership Council (CLC), is the degree of commitment, effort, and desire to remain with a company. Saks (2006) argues that there are differences between organizational commitment and engagement. To be more precise, engagement is the degree to which an individual is focused on and involved in their work, whereas organizational commitment is the attitude and attachment that an individual has to their organization. Organizational citizenship behavior refers to informal and voluntary actions that benefit colleagues and the organization. However, engagement emphasizes formal job performance over extra-role and voluntary behavior.

Kahn (1990) examined the psychological elements that influence disengagement at work and employee engagement. He determined that several variables that affect employees’ degrees of engagement and disengagement operate on an individual, interpersonal, group, intergroup, and organizational level. Many scholars have broadened the impression of employee engagement after Kahn’s contributions, leading to the creation of diverse definitions and measurement methods. The definition of engagement given by Schaufeli et al. (2002) is “a positive dedication, work-related state of mind characterized by vigor, fulfillment, and absorption.” Saks (2006) expanded on this paradigm by drawing a significant distinction between job and organizational

involvement. It was shown that participants' work engagement scores were greater than their organizational engagement scores.

Numerous research investigations have recognized a robust correlation between increased employee engagement and improved organizational effectiveness. Meta-analyses conducted by Harter et al. (2008; 2003) show a favorable connection between work-related outcomes and employee engagement. Otoo (2019) investigates the complex dynamics of employee engagement, specifically its mediating role in the relationship between employee turnover intentions and human resource development (HRD). According to Otoo (2022), implementing well-designed HRD practices can boost employee engagement, facilitate knowledge development, and strengthen organizational commitment. Other studies, such as those by Kim and Park (2018) and Cooke et al. (2019), highlight the significance of employee engagement in improving performance and enhancing organizational sustainability, especially when high-performance work practices are employed. Personal traits and fun workplace activities have also been found to impact employee engagement in various studies.

The study by Suhasini and Kalpana (2018) found that increasing employee engagement is a challenging process that requires more than just good training initiatives. Organizations may increase employee commitment, decision-making, and opportunity to foster employee engagement. Employee engagement results

in more creative work behavior and a decreased probability of quitting the company. According to Kumar (2015), high levels of employee engagement not only help to retain staff, but also contribute to the organization's growth. These benefits underline the essential role of employee engagement in the success of an organization. Additionally, his study indicates that employees in the private banking industry have a very low degree of engagement.

Based on the above review, it can be said that the level of interest, joy, and passion an individual has for his/her work, reflects a favorable attitude or outlook towards the organization, and its principles. It encompasses various workplace effects contributing to achieving organizational objectives. Kahn (1990) pioneered the investigation of employee engagement three decades ago, leading to multiple definitions and measurement methods. Studies consistently link employee engagement to higher organizational effectiveness, including increased creativity, reduced turnover, and growth. Fostering employee engagement involves promoting commitment, decision-making, and opportunity thinking, leading to improved work behavior and retention. Overall, organizations must prioritize employee engagement by nurturing positive attitudes and providing the necessary support

The existing literature emphasizes the complex nature of employee engagement, necessitating a more in-depth investigation into how these factors interact and contribute to or detract from

employee engagement levels in the framework of private organizations, especially in light of demographic shifts and distinct characteristics of the millennial workforce.

Employee Engagement (EE) & Job Insecurity (JI)

Two components of job insecurity contribute to stress: the anxiety of losing one's current position and the concern over changing or losing job-related features (De Cuyper & Witte, 2006). There are two types of current studies on its impacts. It is acknowledged by some that job uncertainty negatively affects employee happiness, commitment to the company, and engagement (Sverke and Hellgren, 2002; Zhou and Long, 2011; Jung et al., 2021). Some see it as a way to combat stress and boost workers' energy, inventiveness, and output (Wong et al., 2005; Zhang et al., 2018). According to cognitive behavioral theory, job instability can cause people to react negatively in three different ways. First, workers who experience job instability could feel that managing the stress is pointless and lack the internal will to deal with it, which could result in unfavorable behaviors such as job disengagement or withdrawal (Wang et al., 2019; Zhang et al., 2018). However, according to resource conservation theory, people might not have as much energy or resources to deal with outside demands, which would lead to a decline in participation (Dawson et al., 2017). People often safeguard their resources and put in less effort at work when their needs and well-being are threatened by job instability

(Breevaart, et.al 2020). Furthermore, feelings of work instability might elicit emotions such as worry, dissatisfaction, and sadness, potentially leading to various levels of deviant behavior. Emotional weariness caused by job instability can drastically reduce employees' job engagement. Employee engagement, which is a more sensitive indication of work attitude, can be more severely affected (Aselage & Eisenberger, 2003). Finally, job uncertainty increases employees' perceptions and concerns about losing key job features (Greenhalgh & Rosenblatt, 2010; Saks, 2006).

H₁. Job insecurity will negatively affect employee engagement

Employee Engagement (EE) & Job Characteristics (JC)

Employee engagement is influenced by job features, such as challenging tasks, job relevance, and available job resources (Farndale & Murrer, 2015). A job's attributes include performance responsiveness, autonomy, employing a range of talents, managerial assistance, and meaningfulness. Studies show a substantial correlation between feedback and autonomy and employee engagement (Menguc et al., 2013). Similarly, Harter et al. (2003) found a range of employment characteristics, including clear job requirements, opportunities for advance-

Studies show a substantial correlation between feedback and autonomy and employee engagement.

ment, and encouraging supervisors, that are strongly linked to increasing employee engagement. A recent study by Bakker and Leiter (2017) underlined the worth of work factors in increasing employee engagement.

The job demands-resources (JD-R) model is widely used to explain the factors influencing employee engagement (Lee et al., 2019). The concept suggests that job demands exist for all occupations (such as time pressure, workload, conflicts) and resources (positive job aspects for achieving goals). Job resources stimulate both extrinsic and intrinsic motivation, leading to work engagement when plentiful, and burnout when scarce (Schaufeli & Bakker, 2010). Hackman & Oldham's job characteristics, considered job resources, can also enhance work engagement. Enriching a job with task significance, autonomy, skill variety, task identity, and feedback fosters meaningfulness, intrinsic motivation, and dedication to the work (Han et al., 2021; Elrehail et al., 2021; Wan et al., 2018). Saks (2019) discovered that skill variety is the best predictor of workplace engagement in the job characteristics framework. Using the Utrecht Work Engagement Scale (UWES) to assess engagement during work, the study highlights job attributes and perceived organizational support as important factors. Work engagement predicts work happiness, organizational citizenship behavior, intention to resign and organizational commitment. The study lends credence to Saks' (2006) model by demonstrating that work engagement serves as a mediator between antecedents and consequences.

Saks' model and metrics are supported by an extensive evaluation of engagement literature, which has led to the development of an enhanced and updated model with more consequences and antecedents for comprehending the dynamics of employee engagement. Employers can increase employee engagement through emphasizing skill diversity and providing opportunities for social support, learning and development, distributive and procedural fairness, rewards, and recognition. Organizations can also assess employee engagement more quickly and frequently by using single-item measures for job and organizational engagement Saks (2019). Employee motivation, commitment, and engagement are influenced by job features (Agarwal & Gupta, 2018; Sonnentag, 2017). Work characteristics have a substantial effect on work engagement, according to numerous studies that have examined this relationship in a variety of work backgrounds (Rai & Maheshwari, 2020; Sulistyono & Suhartini, 2019; Adiarani, 2019; Othman & Nasurdin, 2019; Wan et al., 2018; Agarwal & Gupta, 2018; Christian et al., 2011).

H₂. Job characteristics will be positively related to employee engagement.

Employee Engagement (EE) & Self Efficacy (SE)

Both internal and external influences might affect an employee's performance, according to Arifin et al. (2021). Self-efficacy and employee engagement are examples of intrinsic characteristics that play a vital role in influencing an

employee's performance. When employees have the motivation and confidence in their abilities (Self-efficacy) and actively involve themselves in the organization (employee engagement), they are more likely to work with high enthusiasm, leading to improved performance. Conversely, lower levels of employee involvement and self-efficacy may lead to poorer output. Employee engagement and self-efficacy, therefore, have a big influence on worker performance. Research by Yu et al. (2020), Sklett et al. (2018), Na-Nan et al. (2019), and Weda et al. (2018) has supported this strategy by demonstrating that self-efficacy positively and significantly affects employee engagement, which enhances employee performance.

H₃. Self-efficacy will be positively related to employee engagement.

Employee Engagement (EE) & Perceived Organizational Support (POS)

According to Kenny et al. (2014) and Kenny and Hage (2009), social support can reduce overall stress in two ways: protectively and preventatively. Perceived organizational support, or social support in the workplace, is a sign of the organization's dedication. It has two components: the perception of support from coworkers, which encompasses helpful advice and task-specific expertise, and the perception of support from the supervisor, which indicates the supervisor's care and support for the employee's welfare (Rousseau et al., 2009; Eisenberger et al., 2002).

Support from peers is positively correlated with satisfaction of job, motivation at work, and both professional and personal dedication, according to empirical studies (Chiaburu and Harrison, 2008; Karatepe et al., 2010; Galanti et al., 2021). According to Malik et al. (2015), a favorable supervisor-employee connection has a direct and positive impact on job satisfaction. It also indirectly improves job satisfaction through greater motivation. This tactic is supported by the situational leadership theory (Hersey and Blanchard, 1969), which highlights the leader's function as a partner who attends to people's needs, resulting in improved motivation, stress levels, and performance.

H₄. Perceived Organizational Support (POS) will have a positive influence on employee engagement.

Employee Engagement (EE) and Employee Performance (EP):

Employee performance is defined by the quality and quantity of work an employee completes within a given time frame, as determined by their assigned tasks (Sapada, 2017; Sarini et al., 2020). It addresses the actual behavior that employees exhibit when performing their duties. Several studies (Leiter & Bakker, 2010; Holbeche & Springett, 2003; Macey & Schneider, 2008; Rich et al., 2010; Richman, 2006; Christian et al., 2011; Fleming & Asplund, 2007) emphasize the significance of promoting employee involvement to enhance employee performance. Numerous factors, such as job performance, task execution, organizational citizenship behavior, productivity, discretionary effort, affective

commitment, continuous commitment, psychological climate, and customer satisfaction, are significantly impacted by higher employee engagement. Enhanced employee engagement and individual performance have been linked in numerous research (Halbesleben, 2010; Mone & London, 2010). The study by Demerouti and Cropanzano (2010) aims to identify and quantify the key aspects of employee engagement to precisely determine its impact on performance. Their findings indicate that when employees are engaged in their organization, it helps both the organization and the employee itself. This connection often inspires employees to endeavor for better performance, employees who are actively engaged consistently perform better than their less engaged peers, and also represents the positive impact of employee engagement on overall performance.

H₅. Employee performance will have a positive impact on employee engagement.

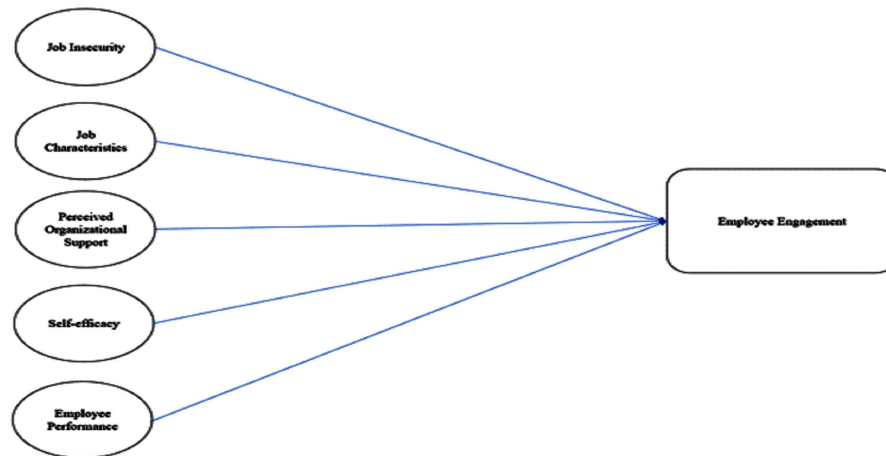
Objectives

This article examines the connections between job insecurity, job characteristics, perceived organizational support, employee self-confidence, and millennial employee performance, with a particular focus on their impact on employee engagement within private organizations in India.

Conceptual framework

The framework describes the model of the study to find out relationships among variables and the impact of independent variables on dependent variables.

Fig.1 Framework of the study



Method & Measurement

The survey instrument includes five items for each independent and dependent

variable (adopted from well-established scales), allowing respondents to specify their preferences on a Likert scale of 1 (Strongly Disagree) to 5

(Strongly Agree). The sample size for this study was 201 millennials who are presently employed in private organizations within India, selected through a random sampling methodology.

researchers in their respective fields. The specific instruments used for each construct are described in Table 1. Data analysis is done through MS Excel and SPSS (Version 29.0).

To evaluate the variables in our study, we used selected items from well-established scales and instruments that had been designed and validated by renowned

The alpha of all the variables is nearer to 1, indicating that the questionnaire is reliable for the study (Table 2).

Table 1 Measurement Scales for the Variables

Construct	Scale	Developed by	Example of Item	Cronbach's Alpha
Job Insecurity (JI)	Job Insecurity Scale (JIS)5-point Likert	De Witte (2005)	"I feel insecure about the future of my job."	0.84
Job Characteristics (JC)	Revised Job Diagnostic Survey 5-point Likert	Idaszak and Drasgow (1987)	"The job gives me a chance to use my personal initiative..."	0.71
Self-efficacy (SE)	Generalized Self-Efficacy Scale 5-point Likert	Schwarzer and Jerusalem (1995)	"I am confident that I could deal efficiently with unexpected events."	0.74
Perceived Organizational Support (POS)	POS Scale 5-point Likert	Eisenberger (1986)	"The organization takes pride in my accomplishments at work."	0.97
Employee Performance (EP)	IWPQ (0 to 4) for task and contextual performance, 0 to 4 for counterproductive work behavior	Koopman (2015)	"I was able to carry out my work efficiently."	0.85
Employee Engagement (EE)	Short Form of the Job Engagement Scale 5-point Likert	Houle et al.(2022)	"I am enthusiastic about my job."	0.94

Variance Inflation Factor (VIF) Test

The VIF measures the strength of the connection among the independent variables; if the VIF is more than 5, the

regression's outcome would be negatively impacted. This causes the estimates to overlap. Table 3 shows that there is no multicollinearity among independent variables.

Table 2 Reliability of Questionnaire (Cronbach Alpha)

Variables	Cronbach Alpha
Job Insecurity	0.885
Job Characteristics	0.845
Self-efficacy	0.813
Perceived Organizational Support	0.853
Employee Performance	0.837
Employee Engagement	0.825

Table 3 VIF Test

Variables	Collinearity Statistics	
	Tolerance	VIF
Job Insecurity	.966	1.035
Job Characteristics	.468	2.137
Self-efficacy	.402	2.488
Perceived Organizational Support	.273	3.666
Employee Performance	.377	2.654

Table 4 Demographic Data

Variables	Frequency	%
Gender		
Female	73	36.3
Male	128	63.7
Age of Respondents		
20-24	28	13.9
25 to 30	82	40.8
31-35	35	17.4
More than 35	56	27.9
Educational Qualification		
Diploma	25	12.4
Bachelors	76	37.8
Masters	80	39.8
Ph.D.	20	10.0
Hierarchical level of Working		
Executive	101	50.2
Managerial	59	29.4
Non-executive	41	20.4
Functional Area of working		
Accountancy and Finance	35	18.4
Business Consultancy and Management	46	22.9
Ecommerce	3	1.5
Engineering and Manufacturing	40	19.9
IT	77	38.3

Demographic Statistics:

The tables describe the demographic data (Table 4) and the descriptive statistics (Table 5) of the study

Correlation Analysis

The correlation analysis results (Table 6) show several significant relationships with employee engagement

Table 5 Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	SD
Job Insecurity (JI)	201	5	25	12.97	4.742
Job Characteristics (JC)	201	5	25	18.12	3.826
Self-efficacy (SE)	201	5	25	18.20	3.371
Perceived Organizational Support (POS)	201	5	25	18.16	3.675
Employee Performance (EP)	201	5	25	18.67	3.559
Employee Engagement (EE)	201	5	25	18.50	3.674

Table 6 Correlation Analysis Among Variables

Variables	JI	JC	SE	POS	EP	EE
Job Insecurity (JI)	-					
Job Characteristics (JC)	.115	-				
Self-efficacy (SE)	-.009	.659**	-			
Perceived Organizational Support (POS)	-.015	.677**	.735**	-		
Employee Performance (EP)	-.033	.573**	.646**	.781**	-	
Employee Engagement (EE)	-.002	.558**	.589**	.696**	.673**	-

Table 7 Regression Model Summary

Summary	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735 ^a	.540	.528	2.525

Note: a. Predictors: (Constant), Job Insecurity, Job Characteristics, Self-Efficacy, Perceived Organizational Support, and Employee Job Performance

Table 8 ANOVA

ANOVA	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1457.204	5	291.441	45.719	.000 ^b
Residual	1243.044	195	6.375		
Total	2700.249	200			

Note: Dependent Variable: Employee Engagement (EE).

b. Predictors: (Constant), Job Insecurity, Job Characteristics, Self-Efficacy, Perceived Organizational Support, and Employee Performance

(EE). To begin with, occupational elements are positively related to EE, indicating that aspects of the job contrib-

ute to better levels of employee engagement. Second, self-efficacy correlates positively with EE, meaning that indi-

viduals who believe in their capabilities are more likely to be engaged in their professions. Furthermore, perceived organizational support is positively correlated with EE, implying that employees who feel supported by their workplace are more engaged. Furthermore, employee performance is positively related to EE, meaning that higher levels of performance result in greater engagement. Interestingly, job insecurity has a negative influence on employee engagement.

Job insecurity has a negative influence on employee engagement.

The correlation analysis indicated support for all hypotheses. Job insecurity (JI) had a negative connection with employee engagement (EE), implying that

higher job insecurity leads to lower engagement. Furthermore, employee engagement was found to be positively correlated with job characteristics (JC), self-efficacy (SE), perceived organizational support (POS), and employee performance (EP), implying that positive job qualities, higher self-efficacy, greater perceived organizational support, and improved performance are associated with higher engagement.

Regression Analysis

To determine which variables have a significant influence on employee engagement, a regression analysis is performed; the results derived that perceived organizational support and employee performance have considerable influence on employee engagement based on t-value (Tables 7-9).

Table 9 Regression Coefficients

Variables	Standardized Coefficients	t	Sig.
	Beta		
(Constant)		2.712	.007
Job Insecurity (JI)	.000	.008	.994
Job Characteristics (JC)	.111	1.556	.121
Self-efficacy (SE)	.083	1.081	.281
Perceived Organizational Support (POS)	.321	3.456	.001
Employee Performance (EP)	.305	3.857	.000

Note: Dependent Variable: Employee Engagement (EE).

Table 9 indicates that out of the five categories examined, the two most significant predictors of employee engagement were perceived organisational support and employee job performance. When taken as a whole, these factors explained 54% of the variation in worker engagement.

Discussion

The literature emphasizes the importance of engaged employees in increasing productivity, encouraging positive organizational citizenship behavior, and ultimately contributing to improved overall performance (Bakker & Albrecht, 2018).

Studies from various countries, including Greece, Spain, Japan, and India, consistently show a favorable relationship between employee engagement and organizational success (Schaufeli et al., 2002; Anitha, 2014). Furthermore, the global consequences of disengaged employees are clear, with research revealing significant economic losses in countries like the United States and Australia, emphasizing the need for organizations to implement effective engagement interventions (Kelleher, 2011; Hooper, 2006).

In the context of generational dynamics, the literature recognizes millennials' distinct characteristics and their impact on the workforce. Millennials' preference for teamwork, technological proficiency, and distinct expectations make it difficult for managers to understand and motivate them (Meola, 2016). Gallup's survey results, which show a high percentage of disengaged employees globally, highlight the critical need to address this issue, particularly among the millennial workforce. Despite extensive studies on employee engagement, there is a substantial gap in understanding the causes and consequences unique to millennials, emphasizing the need for additional research in this area. Overall, the literature emphasizes the complex nature of employee engagement, its global significance, and the changing dynamics brought about by the Millennial generation in the modern workplace.

The correlation analysis reveals positive relationships among all variables except for job insecurity (JI). Each vari-

able in the analysis has a distinct and important role in identifying the relationships that influence employee engagement. Job insecurity (JI) has a weak positive relationship, primarily with job characteristics (JC). The hypothesis results align with the correlation analysis, confirming positive relationships among job characteristics (JC), self-efficacy (SE), perceived organizational support (POS), employee performance (EP), and employee engagement (EE). Conversely, the negative relationship proposed in hypothesis H1 between job insecurity (JI) and employee engagement (EE) is supported. This comprehensive understanding sheds light on the interconnected dynamics influencing employee engagement in private organizations.

Increasing organizational support and improving employee performance can help Indian millennials engage more effectively.

However, the regression analysis indicates that perceived organizational support (POS) and employee performance (EP) play a vital role in influencing employee engagement in this demography. According to the findings, increasing organizational support and improving employee performance can help Indian millennials engage more effectively. However, the non-significant impact of job insecurity, job characteristics, and self-efficacy on employee engagement in this model suggests that these factors may have little influence on the engagement levels of Indian millennials in private organizations.

These findings indicate that specific strategies aimed at improving perceived organizational support and employee performance could play a vital role in increasing employee engagement among Indian millennials. However, more studies may be required to investigate alternative factors or variations that could contribute to a more complete understanding of employee engagement dynamics in this particular demography and organizational setting.

Practical Implications

The study emphasizes the practical importance of developing strategies to improve perceived organizational support (POS) and employee performance (EP) for the effective engagement of Indian millennials in the private sector. The positive correlation between POS and EP and employee engagement (EE) suggests that interventions aimed at increasing organizational support and improving employee performance can significantly boost engagement levels. Because the study identifies these specific factors as having an impact on the engagement dynamics of Indian millennials, organizations can prioritize initiatives to strengthen organizational support structures and foster improved employee performance. However, practitioners and decision-makers must recognize the limited influence of job insecurity, job characteristics, and self-efficacy on employee engagement in this context, implying that alternative approaches may be required to effectively address these aspects. Overall, the practical implication is that organizations should focus on targeted interventions to

improve POS and EP, taking into account the unique characteristics and expectations of India's millennial workforce.

Conclusion

The study explores the multifaceted nature of employee engagement among Indian millennials in the private sector, inspecting the effect of various factors such as job insecurity (JI), job characteristics (JC), self-efficacy (SE), perceived organizational support (POS), and employee performance (EP). The existing literature emphasizes the importance of engaged employees in increasing productivity, instilling positive organizational citizenship behavior, and contributing to overall performance improvement. While the correlation analysis reveals positive relationships among all variables except job insecurity (JI), the analysis of regression demonstrates the critical role of perceived organizational support (POS) and employee performance (EP) in influencing employee engagement in this demography. Enhancing organizational support and improving employee performance stand out as key strategies for effectively engaging Indian millennials in private organizations. However, the fact that job insecurity, job characteristics, and self-efficacy had no significant impact on

Enhancing organizational support and improving employee performance stand out as key strategies for effectively engaging Indian millennials in private organizations.

employee engagement suggests that more research into alternative factors that could contribute to a more comprehensive understanding of engagement dynamics in this specific demography and organizational context is required.

Limitations

The study looked at five independent variables, but future research could include additional factors like corporate goals, work culture, and work-life balance for a more comprehensive analysis. The study had 201 respondents, all of whom worked in the private sector. In addition, the study's respondents are from a variety of industries like agriculture, pharmaceuticals, mining, and government offices, providing a diverse perspective on the factors under consideration.

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