

Drivers of Employee Engagement – A Chronological Literature Review Exclusively from India

¹Dr. Sasmita Choudhury & ²Dr. Manoj Kumar Mohanty

¹Manager – RBSK, Rourkela Government Hospital (RGH), Rourkela, Odisha (India)

²Senior Manager- Procurement, Larsen & Toubro Limited, Kansbahal, Sundargarh, Odisha (India)

ARTICLE DETAILS

Article History

Published Online: 09 June 2018

Keywords

Employee Engagement, Engagement Drivers, Literature Review, Chronological order, Studies in India

*Corresponding Author

Email: manojacademics[at]gmail.com

ABSTRACT

The Indian economy is considered as the third largest economy of the world based on Purchasing Power Parity (PPP) and the sixth on the basis of Gross Domestic Product (GDP). India is expected to be in best three economic country within next 10-15 years. This country also diverse in the form of demographic and human capital. That's why it is more important to understand the engagement drivers of employees closely and formulate strategies to create and retain engaged employees. Employee engagement is associated with many desirable outcomes such as job satisfaction, intention to stay, high productivity, job performance and customer satisfaction. As such, the relevance of the present study lies with the fact that its findings will enable the firms identifies the areas needing attention for improvement in job satisfaction, job performance and customer satisfaction. This study making an attempt to explore the dimensions which are directly or indirectly impacting the engagement level and subsequent positive organizational outcomes through published research works. The span of the study is from 2007 to 2018 and exclusive findings from Indian scenario.

1. Introduction

It has been observed that an engaged employee is well aware of the business context, who works well with the colleagues to improve performance within the job for the benefit of the organization. The concept of employee loyalty has changed in the 21st century in the backdrop of the modern workforce. Today, employers see loyalty in terms of employees' attitude, behavior and work performance rather than the length of the service that one has rendered. Engendering loyalty from the employees is more crucial in the current knowledge economy where the human talent is the deciding factor in creating market differentiation and competitive advantage. This results in improved employer-employee relationship, talent retention and productivity, the other form of employee engagement.

The Indian economy is considered as the third largest economy of the world based on Purchasing Power Parity (PPP) and the sixth on the basis of Gross Domestic Product (GDP). India is expected to be in best three economic country within next 10-15 years. This country also diverse in the form of demographic and human capital. That's why it is more important to understand the engagement drivers of employees closely and formulate strategies to create and retain engaged employees. The Indian employers have also been trying hard to engage employees in their respective work front. The capacity of an organization to manage its 'employee engagement' is closely linked to its ability to achieve high performance levels and superior business results. 'Employee engagement is the level of commitment and involvement that the employees have towards their organization and the organizational values' (www.Lawsociety.mb.ca). 'Engaged workers provide the company increased productivity, higher financial returns, lower attrition, greater talent pool, higher morale and create emotional

engagement and loyal customers' (www.Haygroup.com). The degree to which employees are engaged can have a significant impact on the success of an organization.

This study making an attempt to explore the dimensions which are directly or indirectly impacting the engagement level and subsequent positive organizational outcomes through published research works. The span of the study is from 2007 to 2018 and exclusive findings from Indian scenario.

2. Literature Review

Bhatnagar (2007) investigated the relationship of talent management and its impact on employee engagement using a mixed method research design. In the first phase she has used Gallup workplace audit (Q12) with a sample size of 272. The samples were selected from the BPO and ITES employees. Attrition and the unique problems of employee engagement are addressed through focus group interview. In the second phase one of the BOP organizations was selected at random and exit interview data was analyzed with the help of factor analysis and content analysis. The engagement scores witnessed as low for beginners and high for the employees who is having higher period of service. The data also reflects that the high engagement score may be due to loyalty and it is for a smaller time frame. The factor loadings also indicated that organizational culture; career planning along with incentives and organizational support are having impact on engagement. The study also found that high levels of employee engagement lead to higher retention but it is only for a limited period in case of ITES sector (www.ingentaconnect.com).

Srivastava and Bhatnagar (2008) argued that talent management is an area of concern and organizations should formulate talent acquisition strategies with due diligence. To

acquire manpower with specific skill set within given timeframe organizations are adopting innovative recruitment practices. The objective of this study is to explore talent acquisition and its impact on employee engagement level. Once organization reflects its recruitment policy and cultural needs, employees get motivated and passionate about their function which leads to better results of the organization. This study suggests organizations to formulate effective, practical and holistic talent acquisition strategies, which will lead to high retention of skilled workforce and enhance higher productivity. They suggest employees feel engaged when they find personal meaning and motivation in their work, receive positive interpersonal support, and function in an efficient work environment. The work environment should be such that it enables them to put in their best efforts. It should not only be less intimidating to the new hires but also the condition of work should be appealing. Other facilities like flexible work hours, work-life balance, paid holidays, buying lunches from restaurants, birthday celebrations, family days etc., also keeps them rooted to the organization.

Ramadevi (2009) advocated that successful organizations recognize that employee retention and talent management are integral to sustaining their leadership and growth in the marketplace. Creating a retention-rich organization that attracts, engages and builds lasting loyalty among the most talented employees is a key to success in the modern globalized economy. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Research shows that committed employees perform better. Corporate cultures characterized by teamwork, pleasant working conditions, the considerate treatment of employees, growth opportunities, skill enhancement and abundant training opportunities can all contribute to employee engagement. Employees' belief that they have a future with their employer is a leading driver of employee commitment, which is a recognized precursor to engagement. It makes good business sense to provide flexible-working opportunities and appropriate policies for employees. It helps companies to retain skilled employees, raise employee morale and minimize absenteeism. Organizations that help their employees to work in a way which best supports them in balancing their work and home environments are more likely to have engaged employees. The drivers of engagement also seem to vary from one workplace to the next, necessitating a customized approach.

Swarnalatha and Prasanna (www.shrm.org, 2010) through their research found employee engagement is a key business driver for organizational success. They found engagement is influenced by many factors like workplace culture, organizational communication, managerial styles, trust and respect, leadership and company reputation. For different generations of today, access to training and career opportunities, empowerment to make decisions and work life balance are important. So the role of HR is to lead the way for designing, measuring and evaluating proactive workplace policies and practices that help to attract and retain talent with skills and competencies necessary for growth and sustainability.

They also advocated that for today's competitive business world employee engagement is a critical driver. Engagement can significantly affect employee retention, productivity and loyalty, customer satisfaction, company reputation and overall stakeholder value.

Walter, et al. (2010) examined how the support managers provide to employees affects the employees' sense of intrinsic reward, personal commitment, perceived career success, and retention. A large-scale employee survey was conducted of 28 organizational entities in India involving 9,301 randomly identified employees yielding 4,811 respondents (54 percent response rate) supported by employee interviews following the survey. They found using a hypothesis-driven, path analytic-regression approach, and the managerial support of employees had significant direct and indirect effects on perceived career success and retention one year later. Intrinsic rewards and personal commitment mediated these relationships. Further they suggest managers may play a much greater role in employee retention than the literature often suggests. Key manager practices include showing personal interest, holding career discussions, acknowledging employee contributions, using a system of empowerment, and celebrating milestones and successes. Employees can improve their perceived career success by balancing their long- and short-term goals, improving their competence, and communicating openly with their managers. To reduce turnover, HR professionals can provide better manager support training, hold managers accountable for retention, enhance the career management and HR systems by developing more non-monetary rewards, and learn from those that leave.

Krishnan (2011) argued that most research on employment relationship have been done on the Anglo-Saxon context, the results of which may not be totally valid for India. Psychological contract has significant influence on valuable workplace outcomes. With the help of published case studies in the Indian context and based on social exchange theory, this research proposes a model wherein trust mediates the relationship between the perception of breach of the psychological contract and HR systems. The contribution of the paper is threefold: first, it looks at the emerging trend of engaging employees at individual level rather than at a collective level in the Indian context. As more and more employees come under non-unionized workforce, the non-formal aspects of employment through the lens of psychological contracts become an important lever to manage employment relationships. Second, organizations vary in the type of HR systems and the resulting employment relationship it signals. The HR systems are likely to anchor towards two archetypal ends. Their model suggests that depending on the HR system an organization adopts, the perception of breach of psychological contract gets affected. Hence the kind of employment relationship that gets fostered in an organization is partly attributed to the kind of HR system it adopts.

Chalofsky and Krishna (2011) through their research examined the meaningfulness, motivation and employee engagement. The basic purpose of their research was to explore deeper level of intrinsic motivation, meaningfulness, and to discuss the connections between meaning of work and

meaning at work, represented by the concepts of employee commitment and engagement. This multidimensional approach combines the individual and psychological aspects of work motivation with the contextual and cultural factors that influence employee motivation. Further they argue employee commitment and engagement have emerged as very important constructs in organizational research on account of their favorable relationship with employee behaviors that promote organizational retention and performance. Commitment involves the willingness of employees to exert higher efforts on behalf of the organization, a strong desire to stay in the organization, and accept major goals and values of the organization. Studies also suggest that organizational commitment supports organizational citizenship behaviors that are central to flatter organizations, effective teams, and empowerment. They also suggests that the motivation and satisfaction which ultimately brings engagement level is derived from Opportunities to use skills and abilities, Relationship with immediate supervisor, the work itself, Meaningfulness of job, Flexibility to balance life and work issues.

Mani (2011) found employee engagement has emerged as a critical driver of Business Success today. Engagement has the potential to significantly affect Employee Retention, Productivity, and loyalty. This study attempts to investigate the level of Employee Engagement and its predictors among the executive level employees of a reputed Banking and Insurance Software Company in Tamil Nadu, India. The research is based on the primary data collected from 200 executives on a number of parameters related to Employee Engagement and its potential predictors. The research concluded that the level of employee engagement in the organization is quite satisfactory. Four Factors namely Employee Welfare, Empowerment, Employee Growth and Interpersonal Relationships were found to be the predictors of Employee Engagements.

Choudhary et al. (2011) conducted study on employee engagement in India by taking the views of 85 business executives of both private and public organizations. This study suggests that there is a critical role of human resource development (HRD) climate inside the organization in creating and sustaining employee engagement. The HRD climate described here are general climate, OCTAPAC culture and implementation of HRD mechanism. General climate consists of importance of human values by top and line managers. OCTAPAC culture is value and promotion of openness, autonomy, proactivity, authenticity, collaboration, trust, feel free factor and feeling among each other employees. Implementation of HRD mechanism deals with performance appraisal, potential appraisal, career planning and performance reward. Data collected from the selected executives were analyzed through correlation and regression method. The analysis shows the dimensions of HRD climate is closely and positively linked to employee engagement and performance.

Abraham (2012) conducted research on employee engagement at Cochin by selecting 30 employees of a private insurance company. He has taken questions and sub questions from Gallup model and tested through co-relation and f test. The results found that cooperation between departments, nature of job, immediate supervisor, recognition to work, equality and

working environment where trust, co-operation and creativity can be sustained leads to high level of satisfaction and subsequent employee engagement.

Biswas et al. (2013) studied linkage of distributive and procedural justice to employee engagement in India. This study taken 238 executives and managers from manufacturing and service sector firms as sample. The findings of the study suggests perceived organizational support and psychological contract are linked to employee engagement.

Gupta & Kumar (2013) studies the impact of fair performance appraisal (PA) system on employee engagement in India. The sample used in the study consisted of professionals working in Indian subsidiaries of multinational corporations (MNCs), Indian private and public sector organizations. They have used Likert scale questionnaires and web based response to measure the impact of PA on employee engagement. Employees who perceive distributive and informational justice during PA process are more likely to be engaged in their work and exhibit greater well-being. The two justice dimensions were found to significantly predict engagement irrespective of the manner in which it is conceptualized. This study strongly suggests that employee perceptions of these two justices play an important role in deciding his/her engagement at workplace.

Anitha (2014) studied the drivers of employee engagement and its impact on employee performance in India. Samples taken from lower and middle management of small scale organizations. This study found there are two significant factors which drive employee engagement and subsequent performance. The drivers are working environment and team and co-worker relationship in the organization. This study further suggests that employees would enjoy considerable attention in terms of work place environment, healthy collegiality, workplace wellbeing and the methods taken by the organization to enhance employee engagement.

Bedarkar & Pandita (2014) carried out study on impact of employee engagement on employee performance. This study is based on literature reviews from various on line sources and subsequent model preparation on engagement and its drivers. Largely this study suggests communication, work life balance and leadership are having substantial impact on engagement.

Choudhary et al. (2014) examined the linkage between climate quality and climate strength on work engagements. 375 employees from 28 business organizations of India participated in this study. The results suggests there is direct linkage between climate quality and work engagement. The development of positive work climate in side organization can increase employee engagement.

Agarwal (2014) explored the relationship between procedural justice, interactional justice, psychological contract and trust on work engagement. Sample selected as 323 managers working in manufacturing and pharmaceutical organizations of western part of India. From the findings it can be established that procedural justice, interactional justice and psychological contract fulfillment are direct and positive link with

work engagement. Trust also plays a major role in keeping the engagement level high. This study also suggests that engagement significantly influence employees' innovativeness at work.

Popli & Rizvi (2015) conducted survey on Indian private sector employees to understand the employee engagement attributes. This study used 106 purposive samples and questionnaire method to collect data. The outcomes suggests Service orientation is strongly related to employee engagement and vice versa. This study also suggests that transformational leadership and employee engagement are related moderately.

Tiwari & Lenka (2016) conducted research on psychological safety and employee engagement in India. The arena chosen by this study is post-recession phase. The definition used for psychological safety in this study is "psychological safety as an employee's ability to work freely without any anxiety or fear of retribution to career, status, and self-image". This study found there is direct impact of psychological safety on employee engagement and commitment to the organization.

Ghosh et al. (2016) conducted survey on private bank employees to trace the engagement attributes. Study carried out taking 176 private bank employees in India. Variable rewards and recognition is found to be significantly related to both employee engagement and normative commitment.

Jena et al. (2017) conducted survey in eastern part of India to understand the linkage between trust, employee engagement, transformational leadership and wellbeing at work place. Samples are taken from service sectors mainly banking and insurance with sample size as 562. The outcome suggests there is positive linkage between trust, transformational leadership and wellbeing with meaningful engagement.

Nazir & Islam (2017) conducted empirical research to examine the relationships between perceived organizational support, employee engagement, employee performance and affective commitment in the higher education sector of India.

Data collected through self-administered questionnaire from 410 employees of various higher education institutes of India. The outcome suggests perceived organizational support is having positive influence on employee engagement and the engaged employees deliver higher performance and having high degree of commitment.

Devendhiran et al. (2017) studied the impact of spirituality in the context of employee engagement in India. This study suggests workplace spirituality is having three dimensions i.e. meaning in work, sense of community and alignment with organizational values. All these dimensions are having positive influence on employee engagement.

Sahu et al. (2018) conducted an empirical study between transformational leadership, employee branding and employee engagement. Study carried out with the help of 405 full-time employees working in information technology (IT) organizations in India. Data collected through questionnaire method and analyzed by structural and measurement model. The outcome suggests transformational leadership and employer branding is mediated by employee engagement.

3. Observations from Literature Review

It is observed from the review of various research studies that employee engagement has a direct impact on organizational productivity. High productivity is possible only from engaged employees. Apart from the productivity, employee engagement also creates loyalty, customer satisfaction, employee retention, enhanced quality, reputation, attracts talent, good safety records for organization, less turnover, enthusiasm among employee, sound physical health and the most important the bottom line of the organization.

A quick look of the employee engagement drivers that the review of literature reveals has been given in Table 1.1.

Table 1.1: Summary of employee engagement attributes from the studies in India

Studies in India			
Sl. No.	Researcher	Year	Key findings (Engagement Drivers)
1	Bhatnagar	2007	<ul style="list-style-type: none"> • Organizational culture • Career planning • Incentives • Organizational support
2	Srivastava and Bhatnagar	2008	<ul style="list-style-type: none"> • Motivation in the work • Positive interpersonal support • Efficient work environment • flexible work hours • Work-life balance • Paid holidays • Buying lunches from restaurants • Birthday celebrations
3	Ramadevi	2009	<ul style="list-style-type: none"> • Teamwork • Pleasant working conditions • Treatment of employees • Growth opportunities

			<ul style="list-style-type: none"> • Skill enhancement • Abundant training opportunities
4	Swarnalatha and Prasanna	2010	<ul style="list-style-type: none"> • Proactive workplace • Policies and practices of HR • Workplace culture • Organizational communication • Managerial styles to trust and respect • Leadership and company reputation • Access to training and career opportunities • Work/life balance • Empowerment.
5	Walter, et al.	2010	<ul style="list-style-type: none"> • Personal interest • Holding career discussions • Acknowledging employee contributions • System of empowerment • Celebrating milestones and successes
6	Krishnana	2011	<ul style="list-style-type: none"> • Psychological contract • HR systems
7	Chalofsky and Krishna	2011	<ul style="list-style-type: none"> • Motivation and satisfaction • Opportunities to use skills and abilities • Relationship with immediate supervisor • The work itself, Meaningfulness of job • Flexibility to balance life and work issues
8	Mani	2011	<ul style="list-style-type: none"> • Employee Welfare • Empowerment • Employee Growth • Interpersonal Relationships
9	Choudhary et al.	2011	<ul style="list-style-type: none"> • General climate • OCTAPAC culture • Implementation of HRD mechanism
10	Abraham	2012	<ul style="list-style-type: none"> • cooperation between departments • Nature of job • Immediate supervisor • Recognition to work • Equality and working environment • Trust • Individual co-operation • Creativity
11	Biswas et al.	2013	<ul style="list-style-type: none"> • Perceived organizational support • Psychological contract
12	Gupta & Kumar	2013	<ul style="list-style-type: none"> • Fair performance appraisal system
13	Anitha	2014	<ul style="list-style-type: none"> • Working environment • Team and co-worker relationship
14	Bedarkar&Pandita	2014	<ul style="list-style-type: none"> • Communication • Work life balance • Leadership
15	Choudhary et al.	2014	<ul style="list-style-type: none"> • Climate quality
16	Agarwal	2014	<ul style="list-style-type: none"> • Procedural justice • Interactional justice • Psychological contract fulfillment
17	Popli& Rizvi	2015	<ul style="list-style-type: none"> • Service orientation • Transformational leadership
18	Tiwari &Lenka	2016	<ul style="list-style-type: none"> • Psychological safety
19	Ghosh et al.	2016	<ul style="list-style-type: none"> • Variable rewards • Recognition

20	Jena et al.	2017	<ul style="list-style-type: none"> • Trust • Transformational leadership • Wellbeing
21	Nazir& Islam	2017	<ul style="list-style-type: none"> • Organizational support
22	Devendhiran et al.	2017	<ul style="list-style-type: none"> • Spirituality
23	Sahu et al.	2018	<ul style="list-style-type: none"> • Transformational leadership • Employer branding

4. Summary of Findings

There is a tangible monetary benefit to firms investing more time and resources in fostering higher engagement of their employees. To this extent too the study holds relevance as its findings will lead to formulating useful plans that will work towards employee engagement in the Indian environment as the study is primarily based on the Indian organizations. To understand the engagement attributes and their preference based on the organizational context will help them in formulating appropriate policies of human resource management, which in turn will provide higher level of engagement and productivity, thus making the overall necessity of the study. The objective of the Government of India to improve industrial productivity to bring it at par with the US, South Korea and other advanced countries can well be achieved through the insights of the present study.

The study period is from 2007 to 2018 (12 years) and based on the 23 prominent studies exclusively carried out in India. The attributes observed through this study are Organizational Culture, Career Planning, Incentives, Organizational Support, Motivation In The Work, Positive Interpersonal Support, Efficient

Work Environment, Flexible Work Hours, Work-Life Balance, Paid Holidays, Buying Lunches From Restaurants, Birthday Celebrations, Teamwork, Pleasant Working Conditions, Treatment Of Employees, Growth Opportunities, Skill Enhancement, Abundant Training Opportunities, Proactive Workplace, Policies And Practices Of HR, Workplace Culture, Organizational Communication, Managerial Styles To Trust And Respect, Leadership And Company Reputation, Access To Training And Career Opportunities, Empowerment, Personal Interest, Holding Career Discussions, Acknowledging Employee Contributions, System Of Empowerment, Celebrating Milestones And Successes, Psychological Contract, HR Systems, Opportunities To Use Skills And Abilities, Relationship With Immediate Supervisor, The Work Itself, Meaningfulness Of Job, Employee Welfare, Interpersonal Relationships, General Climate, OCTAPAC Culture, Implementation Of HRD Mechanism, Cooperation Between Departments, Recognition To Work, Equality And Working Environment, Trust, Creativity, Psychological Contract, Fair Performance Appraisal System, Procedural Justice, Interactional Justice, Service Orientation, Variable Rewards, Wellbeing, Spirituality And Employer Branding.

References

1. Abraham, S. (2012). Job Satisfaction as an Antecedent to Employee Engagement. *SIES Journal of Management*, 8(2).
2. Agarwal, U. (2014). Linking justice, trust and innovative work behaviour to work engagement. *Personnel Review*, 43(1), 41-73.
3. Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International journal of productivity and performance management*.
4. Bedarkar, M., & Pandita, D. (2014). A study on the drivers of employee engagement impacting employee performance. *Procedia-Social and Behavioral Sciences*, 133, 106-115.
5. Bhatnagar, J., Talent management strategy of employee engagement in Indian ITES employees: key to retention, *Employee Relations* Vol. 29, No. 6, 2007, pp. 640-663.
6. 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.
7. Chalofsky, N., and Krishna, V., Meaningfulness, Commitment, and Engagement: The Intersection of a Deeper Level of Intrinsic Motivation, *Advances in Developing Human Resources*, Vol. 11, No. 2, 2009, pp.189-203.
8. Chaudhary, R., Rangnekar, S., & Barua, M. (2011). Relation between human resource development climate and employee engagement: Results from India. *Europe's Journal of Psychology*, 7(4), 664-685.
9. Chaudhary, R., Rangnekar, S., & Barua, M. K. (2014). Organizational climate, climate strength and work engagement. *Procedia-Social and Behavioral Sciences*, 133, 291-303.
10. Devendhiran, S., Devendhiran, S., Wesley, J. R., & Wesley, J. R. (2017). Spirituality at work: enhancing levels of employee engagement. *Development and Learning in Organizations: An International Journal*, 31(5), 9-13.
11. Ghosh, P., Rai, A., Chauhan, R., Baranwal, G., & Srivastava, D. (2016). Rewards and recognition to engage private bank employees: Exploring the "obligation dimension". *Management Research Review*, 39(12), 1738-1751.
12. Gupta, V., and Kumar, S. Impact of performance appraisal justice on employee engagement: a study of Indian professional, *Employee Relations*, Vol. 35, No. 1, 2013, pp. 61-78.
13. Jena, L. K., Pradhan, S., & Panigrahy, N. P. (2017). Pursuit of organisational trust: Role of employee engagement,

- psychological well-being and transformational leadership. *Asia Pacific Management Review*.
14. Krishnan, T. N., Understanding employment relationship in Indian organizations through the lens of psychological contracts, *Employee Relations*, Vol. 33, No. 5, 2011, pp. 551-569.
 15. Mani, V., Analysis of Employee Engagement and its Predictors, *International Journal of Human Resource Studies*, Vol. 1, No. 2, 2011, pp.15-26.
 16. Nazir, O., & Islam, J. U. (2017). Enhancing organizational commitment and employee performance through employee engagement: An empirical check. *South Asian Journal of Business Studies*, 6(1), 98-114.
 17. Popli, S., & Rizvi, I. A. (2015). Exploring the relationship between service orientation, employee engagement and perceived leadership style: a study of managers in the private service sector organizations in India. *Journal of Services Marketing*, 29(1), 59-70.
 18. Ramadevi, V., Employee engagement is a two-way street, *Human Resource Management International Digest*, Vol. 17, No. 2, 2009, pp. 3-4.
 19. Sahu, S., Pathardikar, A., & Kumar, A. (2018). Transformational leadership and turnover: Mediating effects of employee engagement, employer branding, and psychological attachment. *Leadership & Organization Development Journal*, 39(1), 82-99.
 20. Srivastava, P. and Bhatnagar, J., Talent acquisition due diligence leading to high employee engagement: case of Motorola India MDB, *Industrial And Commercial Training*, Vol. 40, No. 5, 2008, pp. 253-260.
 21. Swarnalatha, C., & Prasanna, T. S. (2013). Employee engagement: The concept. *International Journal of Management Research and Review*, 3, 3872-3882.
 22. Tiwari, B., & Lenka, U. (2016). Building psychological safety for employee engagement in post-recession. *Development and Learning in Organizations: An International Journal*, 30(1), 19-22.
 23. Walter, G. Tymon, J., Stephen, A., J., Stumpf, Richard, R. and Smith, Manager support predicts turnover of professionals in India, *Career Development International*, Vol. 16, No. 3, 2011, pp. 293-312.
 24. www.gallup.com (Accessed 28th June 2011)
 25. www.haygroup.com/downloads/us/engaged_performance_120401.pdf
 26. www.lawsociety.mb.ca/forms/continuing-professional-development
 27. www.machinemag.in/news/manufacturingtechnologies/india%E2%80%99s-growth-sto