

**Impact of Organizational justice on Employees Engagement and organizational commitment in  
banking sector**

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**Abstract**

The intended research paper on “Assessing the impact of Organizational Climate and Personal Attributes as Predictors of Employee Engagement” has been carried out to identify significant factors of Organizational Climate and Personal Attributes which needs to be considered to increase Employee Engagement.

Organizational climate is the process of quantifying the “culture” of an organization, it precedes the notion of organizational culture. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behaviour. Personal Attributes are the traits of an individual which tend to define the personality of that person. Personal Attributes can be examined by Locus of Control and Ethical Behaviour of individuals.

The research paper has been *Descriptive* in nature as it seeks to study previous findings in new context in terms of respondent group. The type of investigation is *Causal* as the effect of Burnout and Work Life Balance & Job Satisfaction has been studied. Study setting is *Non-contrived* because the study has been conducted with no interference of researcher. It is a *Cross-sectional study* as data has been collected at one point of time.

The data has been collected by researcher from through questionnaire comprising of 29 items’ scale in order to measure the impact of Organizational Climate and Personal Attributes on Employee Engagement. The hypothesis has been made with an assumption that there has been a significant effect of “Organizational Climate” and “Personal Attributes” on “Employee Engagement” among the employees.

To test, independent sample t-test hypothesis has been applied which supports the hypothesis made which establishes the fact that there has been a significant effect of “Organizational Climate” and “Personal Attributes” on “Employee Engagement” among the employees. Various statistical tools have also been applied like *Descriptive Statistics, Reliability Statistics, Factor Analysis and Regression analysis* to analyze the data using software for Statistical Package for Social Sciences (SPSS). At last it

has been concluded that the Organizational Climate and Personal Attributes has a significant impact on Employee Engagement.

### Introduction to Banking Industry

The Indian banking industry has its foundations in the 18th century, and has had a varied evolutionary experience since then. . Major strides towards public ownership and accountability were made with nationalization in 1969 and 1980 which transformed the face of banking in India. The industry in recent times has recognized the importance of private and foreign players in a competitive scenario and has moved towards greater liberalization

- Phase I- Pre-Nationalization Phase (prior to 1955)
- Phase II- Era of Nationalization and Consolidation (1955-1990)
- Phase III- Introduction of Indian Financial & Banking Sector Reforms and Partial Liberalization (1990-2004)
- Phase IV- Period of Increased Liberalization (2004 onwards)

The Indian banking system consists of 26 public sector banks, 20 private sector banks, 43 foreign banks, 56 regional rural banks, 1,589 urban cooperative banks and 93,550 rural cooperative banks, in addition to cooperative credit institutions. Public-sector banks control nearly 80 percent of the market, thereby leaving comparatively much smaller shares for its private peers.

### Introduction of topic

Organizational climate is the process of quantifying the “[culture](#)” of an [organization](#), it precedes the notion of [organizational culture](#). It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behaviour. Personal Attributes are the traits of an individual which tend to define the personality of that person. Personal Attributes can be examined by Locus of Control and Ethical Behaviour of individuals.

Organizational justice is the study of the concerns about fairness in the workplace. Concerns about distribution of resources have to do with distributive justice, concerns about fairness of decision-making procedures have to do with procedural justice, and concerns regarding interpersonal treatment have to do with interactional justice .It is broken down into three areas namely:

distributive justice ,procedural justice ,interactional justice Organizational commitment may be viewed as an organizational member's psychological attachment to the organization. Organizational commitment plays a very large role in determining whether a member will stay with the organization and zealously work towards organizational goals. Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's [perception](#) of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours, or [benefits](#).

### Theoretical Framework

**Construct:** To examine the effect of Personal Variables and Organizational Climate on Employee Engagement.

Independent: Situational Predictor (Organizational Climate) ,Career Development Interpersonal Relations, Job Content: Pay ,Benefits Personal Attributes :Locus of Control ,Work Ethics  
Dependent :Employee Engagement, Job Engagement, Organizational Engagement

**Research Objectives:** To ascertain the level of employee engagement and to identify the factors influencing the level of engagement.

**Research Questions:** To measure the significant factors leading to Employee Engagement. To measure the significant factors of Organizational Climate and Personal Attributes. To establish the reliability and validity of collected data with respect to Organizational Climate and Personal Attributes and Employee Engagement i.e. do they all truly represents the universe or not. To measure the predictive value of Organizational Climate and Personal Attributes in context to Engagement.

### Research Methodology

The present study has been **Descriptive in nature**, as it seeks to study previous findings in new contexts in terms of respondents group, industry and geography. The present study has been **Causal relationship** because the researcher has attempted to find out the cause & effect relationship between the Organizational Climate and Personal Attributes and Employee Engagement. The study has been found to be as data **Cross-Sectional** has been collected at one time duration. The study

setting is **Non Contrived** as the study has been carried out in natural environment and no researcher interference has been there in data collection Five point **Likert (Interval) Scaling** has been used for conducting the survey to analyze the effect of Work Exhaustion & Organizational Commitment on Turnover Intentions and effect of Personal Variables on Work Exhaustion & Organizational Commitment.

**Hypothesis Developing and Testing H1:** The average Employee Engagement of male respondents is different from the average Employee Engagement of female respondents.

### Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
RE_EMP_ENGAGEMENT	182.770	.000	15.711	268	.000	1.22752	.07813	1.07369	1.38135
			11.299	82.885	.000	1.22752	.10864	1.01144	1.44360

5 – Strongly Agree, 4 -Agree, 3 – Neither Agree Nor Disagree, 2 - Disagree, 1 – Strongly Disagree

### Interpretation

As per independent sample T-test, first Levene’s test for equality of variations is tested whereby p-value (0.000) is less than  $\alpha$  (0.025) which means equality of variances is not assumed. Therefore, going by Behren-Fisher’s Test, p-value (0.000) is less than  $\alpha$  (0.05) that means alternate hypothesis is accepted i.e. the average Employee Engagement of male respondents is different from the average Employee Engagement of female respondents.

**H2:** The average Employee Engagement of married respondents is different from the average Employee Engagement of unmarried respondents.

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
RE_EMP_ENGAGEMENT	251.833	.000	-3.679	268	.000	-.34866	.09477	-.53524	-.16208
			-3.361	133.938	.001	-.34866	.10374	-.55385	-.14347

As per independent sample T-test, first Levene's test for equality of variations is tested whereby p-value (0.000) is less than  $\alpha$  (0.025) which means equality of variances is not assumed. Therefore, going by Behren-Fisher's Test, p-value (0.001) is less than  $\alpha$  (0.05) that means alternate hypothesis is accepted i.e. the average Employee Engagement of married respondents is different from the average Employee Engagement of unmarried respondents.

**H3:** The average Employee Engagement of graduate respondents is different from the average Employee Engagement of post graduate respondents

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
RE_EMP_ENGAGEMENT	Equal variances assumed	191.835	.000	-14.058	268	.000	-1.19271	.08484	-1.35974	-1.02567
	Equal variances not assumed			-9.930	75.099	.000	-1.19271	.12011	-1.43198	-.95344

### Interpretation

As per independent sample T-test, first Levene's test for equality of variations is tested whereby p-value (0.000) is less than  $\alpha$  (0.025) which means equality of variances is not assumed. Therefore, going by Behren-Fisher's Test, p-value (0.000) is less than  $\alpha$  (0.05) that means alternate hypothesis is accepted i.e. the average Employee Engagement of graduate respondents is different from the average Employee Engagement of post graduate respondents.

### Data collection and data analysis

In the present study researcher has made use of the primary data which has been collected from 270 respondents through questionnaire & personal interview along with the secondary data which has been collected from company's website and from their records, books, magazines, newspapers and journals. Statistical tools helped the researcher to correctly analyze the data. The researcher has used the SPSS 16.0 (Statistical Package for Social Sciences) software for analysis of the data . Following tools have been used by the researcher:- **Descriptive statistics,Factor Analysis,Reliability statistics,Regression Analysis**

## Descriptive Statistics

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RE_ORG_CLIMATE	270	1.00	5.00	2.9370	1.05593
RE_PERSONAL_ATTRIBUTES	270	1.00	5.00	3.3704	1.09572
RE_EMP_ENGAGEMENT	270	1.00	5.00	3.2185	1.09087
Valid N (listwise)	270				

### Interpretation:

After applying Descriptive Statistics, the mean value of Organizational Climate is 2.93 which shows that most of the employees neither perceive organizational climate positively nor negatively, mean value of Personal Attributes is 3.37 which shows that the employees have External Locus of Control & Situational Disposition and the mean value of Employee Engagement is 3.32 which shows that the employees are engaged with the organization.

### Factor Analysis

#### Factor Analysis of independent variables- Organizational Climate and Personal Attributes

#### A) Organizational Climate

##### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.659
Bartlett's Test of Approx. Chi-Square	1.818E3
Sphericity	Df
	91
	Sig.
	.000

### Interpretations:

- Metric Data having Likert (Interval) Scale
- Kaiser-Meyer-Olkin measure of Sampling Adequacy is 0.659 which is more than 0.6
- Alternate Hypothesis is accepted at the significance level of .000 which indicates that variables are significantly correlated amongst themselves.
- Hence, all the three assumptions are satisfied.

**Rotated Component Matrix<sup>a</sup>**

	Component				
	1	2	3	4	5
i have the training i need to do m job well	.830				
i am willing to give up some of my own time to further my training/education			.782		
the people who are promoted deserve it employees have equal access to training opportunities	.702				
employees have equal access to training opportunities	.572		.452		
safty is one of most important training opportunities		.797			
i feel i am paid fairly for work i do compared to similar jobs in industry		.610			
i am satisfied with organization's benefits package	.465	.775			
pay is fair for the work i perfoemed	.834				
i have received recognition or praise for doing good work		.766			
i have a best friend at work					
i am extremely satisfied with my job			.784		
there is someone at work who encourages my development				.905	
people here are pleasent and cooperative to work				.908	
benefits offered here are fair and reasonable					.895

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

**Interpretation:**

By applying Factor Analysis, five components have been extracted. These are



**Component 1: Training Opportunities** (I have the training I need to do my job well, people who are promoted deserve it, employees have equal access to training opportunities, pay is fair for the work I perform)

**Component 2: External Equity in Compensation** (Safety is one of the most important program, I feel I am paid fairly for work I do compared to similar jobs in industry, I am satisfied with organization's benefits package, I have received recognition for work I performed)

**Component 3: Job Satisfaction** (I am willing to give up some of my own time to further training/education, I am extremely satisfied with my job)

**Component 4: Social Support at Workplace** (There is someone at work who encourages my development, people here are pleasant and cooperative to work)

**Component 5: Internal Equity in Compensation** (Benefits offered here are fair and reasonable)

## B) Personal Attributes

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.641
Bartlett's Test of Approx. Chi-Square	224.040
Sphericity	Df
	Sig.
	10
	.000

### Interpretations:

- Metric Data having Likert (Interval) Scale
- Kaiser-Meyer-Olkin measure of Sampling Adequacy is 0.641 which is more than 0.6
- Alternate Hypothesis is accepted at the significance level of .000 which indicates that variables are significantly correlated amongst themselves.
- Hence, all the three assumptions are satisfied.

**Rotated Component Matrix<sup>a</sup>**

	Component	
	1	2
disappointments are usually the result of mistakes I make		.931
there are some people in this world that will not like you, no matter what you do	.631	
if you have good interpersonal skills and know how to get along with others, then getting people to like you is not difficult at all	.828	
there is no point in planning ahead or setting goals because too much can happen that you can't control	.790	
despite being friendly and pleasant, if someone does not like you, there is not much you can do to change his or her opinion	.494	.630

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

**Interpretation:**

By applying Factor Analysis, two components have been extracted. These are

**Component 1: External Locus of Control** (There are some people in this world that will not like me; no matter what I do, If I have good interpersonal skills and know how to get along with others; then getting people to like me is not difficult at all, There is no point in planning ahead or setting goals because too much can happen that I cannot control)

**Component 2: Situational Disposition** (Disappointment are usually the result of mistakes I make , Despite being friendly and pleasant if someone does not like me there is not much I can do to change his/her opinion)

### C) Employee Engagement

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.703
Bartlett's Test of Approx. Chi-Square	1.240E3
Sphericity	Df
	45
	Sig.
	.000

#### Interpretations:

- Metric Data having Likert (Interval) Scale
- Kaiser-Meyer-Olkin measure of Sampling Adequacy is 0.703 which is more than 0.6
- Alternate Hypothesis is accepted at the significance level of .000 which indicates that variables are significantly correlated amongst themselves.
- Hence, all the three assumptions are satisfied.

#### Component Matrix<sup>a</sup>

	Component
	1
i am involved in the performance of the organization	.620
i can easily communicate with my bosses and co-workers	.461
i trust my colleagues and senior management	.730
i have enough resoures to get my job done best	.676
safety is one of our most impportant training program	.654
there are enough oppourtunities int he org for me to be able to learn and grow	.577
there is strong feeling of teamwork and cooperation in this org	.759
organization provides enough information equipment and resources need to do job well	.662
i am given enough authority to make decisions	.637
even if i had oppourtunity to get a similar job with another org, i would stay with my present company	.667

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**Interpretation:**

By applying Factor Analysis, two components have been extracted. These are

**Component 1: Employee Engagement** (I am involved in the performance of the organization, I can easily communicate with my bosses and co-workers, I trust my colleagues, and senior management, I have enough resources to get my job done best, Safety is one of most important program, There are enough opportunities in the organization for me to be able to learn and grow, There is strong feeling of teamwork and cooperation in the organization, Organization provides enough information equipment and resources need to do job well, I am given enough opportunities to make decisions, Even if I had opportunity to get a similar job with another organization I would stay with my present company)

**Reliability Statistics**

**Organizational Climate**

**Case Processing Summary**

		N	%
Cases	Valid	270	100.0
	Excluded <sup>a</sup>	0	.0
	Total	270	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.795	14

**Interpretation:**

By applying reliability statistics on variables, the value of Cronbach's Alpha has been found to be 0.795 which is greater than 0.5. It means that data under study is reliable and sample is true representative of the population. It also shows that the data collected is 79.5% reliable.

## Personal Attributes

### Reliability Statistics

Cronbach's Alpha	N of Items
.727	5

### Interpretation:

By applying reliability statistics on variables, the value of Cronbach's Alpha has been found to be 0.727 which is greater than 0.5. It means that data under study is reliable and sample is true representative of the population. It also shows that the data collected is 72.7% reliable.

## Employee Engagement

### Reliability Statistics

Cronbach's Alpha	N of Items
.841	10

**Interpretation:**By applying reliability statistics on variables, the value of Cronbach's Alpha has been found to be 0.841 which is greater than 0.5. It means that data under study is reliable and sample is true representative of the population. It also shows that the data collected is 84.1% reliable.

## Regression

Regression analysis tool is used to quantify the impact of independent variable on dependent variable. Researcher has applied this tool to measure the effect of independent variables on dependent variables.

**Predictors are:** Organizational Climate and Personal Attributes (Training Opportunities, External Equity in Compensation, Job Satisfaction, Social Support at Workplace, Internal Equity

**Dependent variable:** Employee Engagement

**Assumptions:** Dependent variable i.e. Employee Engagement is on metric scale. Relationship among the variables is linear.

Hence both the assumptions are verified and the researcher may proceed with stepwise regression.

**Model Fit:**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
7	(Constant)	-4.606E-17	.003		.000	1.000		
	external locus of control	.100	.010	.100	10.212	.000	.124	8.074
	external equity in compensation	.602	.005	.602	114.301	.000	.430	2.327
	training opportunities	.616	.007	.616	83.922	.000	.221	4.515
	job satisfaction	.288	.007	.288	42.037	.000	.254	3.941
	social support at workplace	.063	.004	.063	17.232	.000	.879	1.137
	internal equity in compensation	.023	.004	.023	6.293	.000	.892	1.121
	situational disposition	.019	.005	.019	3.882	.000	.508	1.968

a. Dependent Variable: employee engagement

$$\text{Employee Engagement} = -4.606 \cdot 10^{-17} + 0.100 (\text{External Locus of Control}) + 0.602 (\text{External Equity}) + 0.616 (\text{Training Opportunities}) + 0.288 (\text{Job Satisfaction}) + 0.063 (\text{Social Support at Workplace}) + 0.023 (\text{Internal Equity}) + 0.019 (\text{Situational Disposition})$$

Out of all independent variables availability of Training Opportunities was found to be the most significant, having positive impact on Employee Engagement followed by External Equity in Compensation, Job Satisfaction, External Locus of Control, Social Support at Workplace, Internal Equity in Compensation and Situational Disposition.

## Results and findings

As per independent sample T-test, first Levene's test for equality of variations is tested whereby p-value (0.000) is less than  $\alpha$  (0.025) which means equality of variances is not assumed. Therefore, going by Behren-Fisher's Test, p-value (0.000) is less than  $\alpha$  (0.05) that means alternate hypothesis is accepted i.e. the average Employee Engagement of male respondents is different from the average Employee Engagement of female respondents.

As per independent sample T-test, first Levene's test for equality of variations is tested whereby p-value (0.000) is less than  $\alpha$  (0.025) which means equality of variances is not assumed. Therefore, going by Behren-Fisher's Test, p-value (0.001) is less than  $\alpha$  (0.05) that means alternate hypothesis is accepted i.e. the average Employee Engagement of married respondents is different from the average Employee Engagement of unmarried respondents.

As per independent sample T-test, first Levene's test for equality of variations is tested whereby p-value (0.000) is less than  $\alpha$  (0.025) which means equality of variances is not assumed. Therefore, going by Behren-Fisher's Test, p-value (0.000) is less than  $\alpha$  (0.05) that means alternate hypothesis is accepted i.e. the average Employee Engagement of graduate respondents is different from the average Employee Engagement of post graduate respondents.

After applying Descriptive Statistics, the mean value of Organizational Climate is 2.93 which shows that most of the employees are not clear about the organizational climate that whether it is favorable or unfavorable, mean value of Personal Attributes is 3.37 which shows that the employees have External Locus of Control & Situational Disposition and the mean value of Employee Engagement is 3.32 which shows that the employees agree that they are engaged towards the organization.

By applying Factor Analysis on Organizational Climate, five components have been extracted. These are

**Component 1: Training Opportunities** (I have the training I need to do my job well, people who are promoted deserve it, employees have equal access to training opportunities, pay is fair for the work I perform)

**Component 2: External Equity in Compensation** (Safety is one of the most important program, I feel I am paid fairly for work I do compared to similar jobs in industry, I am satisfied with organization's benefits package, I have received recognition for work I performed)

**Component 3: Job Satisfaction** (I am willing to give up some of my own time to further training/education, I am extremely satisfied with my job)

**Component 4: Social Support at Workplace** (There is someone at work who encourages my development, people here are pleasant and cooperative to work)

**Component 5: Internal Equity in Compensation** (Benefits offered here are fair and reasonable)

By applying Factor Analysis on Personal Attributes, two components have been extracted.

**Component 1: External Locus of Control** (There are some people in this world that will not like me; no matter what I do, If I have good interpersonal skills and know how to get along with others; then getting people to like me is not difficult at all, There is no point in planning ahead or setting goals because too much can happen that I cannot control)

**Component 2: Situational Disposition** (Disappointment are usually the result of mistakes I make , Despite being friendly and pleasant if someone does not like me there is not much I can do to change his/her opinion)

By applying reliability statistics on variables of Organizational Climate, the value of Cronbach's Alpha has been found to be 0.795 which is greater than 0.5. It means that data under study is reliable and sample is true representative of the population. It also shows that the data collected is 79.5% reliable. By applying reliability statistics on variables of Personal Attributes, the value of Cronbach's Alpha has been found to be 0.727 which is greater than 0.5. It means that data under study is reliable and sample is true representative of the population. It also shows that the data collected is 72.7% reliable.

By applying reliability statistics on variables of Employee Engagement, the value of Cronbach's Alpha has been found to be 0.841 which is greater than 0.5. It means that data under study is reliable and sample is true representative of the population. It also shows that the data collected is 84% reliable. By applying Regression Analysis, 99.7% of variation in Employee Engagement is explained by the model.

Out of all independent variables availability of Training Opportunities was found to be the most significant, having positive impact on Employee Engagement followed by External Equity in Compensation, Job Satisfaction, External Locus of Control, Social Support at Workplace, Internal Equity in Compensation and Situational Disposition. Most of the male respondents perceive that there is favorable climate prevailing in the organization in comparison of female respondents.

Most of the respondents are married who perceive that there is unfavorable climate prevailing in the organization in comparison of unmarried respondents. Most of the respondents are post



graduate who perceive that there is favorable climate prevailing in the organization in comparison of only graduate respondents. Most of the male respondents are characterized as they are having External Locus of Control and Situational Disposition whereas female respondents are more on to Internal Locus of Control and Internal Disposition.

Most of the unmarried respondents are characterized as they are having External Locus of Control and Situational Disposition in comparison of unmarried respondents. Majority of the respondents are post graduate who are characterized as they are having External Locus of Control and Situational Disposition whereas very few unmarried respondents are of External Locus of Control and Situational Disposition. Majority of the male respondents agree that they are engaged with their organization whereas female respondents strongly disagree on to it.

Most of the respondents who are married strongly disagree that they are engaged with their organization whereas female respondents strongly agree to the same. Majority of the respondents are post graduate who agree that they are engaged with their organization whereas only graduate respondents strongly disagree on to it.

### **Policy Implications**

Policy implications are the probable outcomes resulting from the implementation of recommendations. To decrease the Turnover Intentions and in turn increase Organizational Commitment, researcher has given following policy implications: Managers should provide an environment where employees are valued, respected, involved, challenged, have opportunities to grow and are clear about roles and their contributions to the company's goals and performance is much more conducive to feelings of commitment, and/or engagement amongst the employees. The company should try to lay emphasis on providing Training opportunities to the employee by doing need analysis to avoid its failure. The employees should be well rewarded with regard to their responsibilities so that they are satisfied which would increase the Employee Engagement. Organization needs to provide better compensation to the employees to increase employees' engagement with the organization. The organization needs to provide training opportunities available to employee by doing need analysis. The top management should engage the employees in shaping the mission and vision statements of the organization to escalate ownership among the employees.

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