

Dynamics of Family Work-Life Balance and Family Friendly Initiatives : A Review of Earlier Studies

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INTRODUCTION

From the era of scientific management and even before, different business strategies, HR policies and practices are made to survive and compete in the business world. Many organisations have identified the need to invest in human capital, to achieve the maximum effort from their employees and to be able to create success in highly competitive global markets. While organizations keen to maximize the contribution of each individual towards corporate imperatives and metrics, individual employees find purpose and job-satisfaction.

Research evidence has shown that there can be no magic one formula or set of 'off the shelf' prescriptions that can be applied in securing employee commitment towards the organization goals. Still organizations are trying one or another formula and investing to create a culture of harmony, wellbeing and a productive environment. 'Employee Engagement' is the recent concept in the same direction given by Kahn in 1990.

Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces. Indeed, in identifying the three best measures of a company's health, Jack Welch, a business consultant and former General Electric CEO, recently cited employee engagement first, with customer satisfaction and free cash flow coming in second and third, respectively (Welch, J.; and Welch, S. (2006, May 8).

The importance of employee engagement in the current business scenario attains significance and it has been labeled as the "hottest topics in management" in recent times (Welbourne 2007).

For fostering commitment and engagement different policies and practices are adopted and practiced. Organizational support as policy matter also enhances the level of engagement. In the report, "Supportive managers: What are they? Why do they matter?" it has been found that 'Employees with supportive managers are more likely to have high job satisfaction, high organizational commitment and lower level of job stress and life stress.'(Stephenie Okerman).

Work-Life Balance (WLB) has been an issue of concern for corporate world and governments for last few decades. To help employees to minimize their work-family conflict through family-friendly initiatives is a step to develop supportive culture. Though in India till date there is no amendment in the labour laws regarding this, but many organizations have enacted their HR policy and are adopting family-friendly initiatives.

As per previous researches, family-friendly initiatives help for the improvement of Recruitment and Retention, Organizational Performance, Individual Productivity, Absenteeism, Positive Attitudes and Behaviors.

As per IES (Institute of Employment Studies, UK) Survey, 2003 One among them is 'Family-Friendly Initiatives' i.e policies to tackle work life balance of employees.

As cited by Susan Cartwright and Cary L. Cooper in their book 'Organizational Well-Being' "the positive side work-life interface is labeled differently by researchers : positive spillover, engagement, work-family enrichment and facilitation (Carlson *et al.*, 2006).

Tara Shankar and Jyotsna Bhatnagar (July 2010), proposed a model focuses on the correlates of Work-Life Balance construct and its relationship with other variables such as employee engagement, emotional consonance/dissonance and turnover intention.

REVIEW OF LITERATURE

Family Work Life Balance Issues

The movement of 'Positive Psychology' initiated by Seligman and Csikszentmihalyi in 2000 to examine that how normal people can flourish under relatively benign conditions. As a subject, Positive Psychology focuses on well-being, satisfaction, hope, optimism, flow and happiness. In the field of HRM/OD, its focus is building positive qualities in life and work rather than repairing negative

aspects. One of these attributes is Employee Engagement.

The natural outcomes of positive emotions and attitudes are individuals who are motivated, engaged and focused at work. Because individuals and organizational health are interdependent, an understanding of emotions and attitudes as they relate to healthy work benefits both parties. (James Campbell Quick *et al.*, 2009)

In recent years, there has been a great deal of interest in employee engagement. Though initially this topic was adopted by consulting organizations for research and practice, yet this is the most discussed field of HR in developing countries like US, UK, New Zealand etc.

Unfortunately, much of what has been written about employee engagement comes from the practitioner literature and consulting firms. There is a surprising dearth of research on employee engagement in the academic literature (Robinson *et al.*, 2004).

As per Alan M. Saks, most of what has been written about employee engagement can be found in practitioner journals where it has its basis in practice rather than theory and empirical research. (Alan M. Saks, 2006).

To be cognitively engaged, employees are actually aware of their mission and role in their work environment, have what they need to do their work, opportunities to feel an impact and fulfillment in their work, and perceive chances to improve and develop (Harter, Schmidt, and Keyer 2002; Luthan and Peterson 2002). To be emotionally engaged is to form meaningful connections to others like co-workers, supervisors and customers, and to experience trust, empathy and concern for others' feelings (Harter, Schmidt, and Keyer 2002; Luthan and Peterson, 2002).

It would appear that there are sufficient grounds for arguing that engagement is related to, but distinct from, other constructs in organisational behaviour (Saks 2006). For example, Robinson *et al* (2004) state that "engagement contains many of the elements of both commitment and OCB but is by no means a perfect match with either. In addition, neither commitment nor OCB reflect sufficiently two aspects of engagement - its two-way nature, and the extent to which engaged employees are expected to have an element of business awareness."

Global Studies

Kahn (1990) conceptualized the family work life balance and engagement at work. He expresses that each performance is as good as the amount of self that is present. For example, in the role of employee the more self that is incorporated into the job and the workings of the organisation the better the performance or the

better the employee will be. To measure this degree of self, Kahn (1990) created and defined personal engagement and disengagement which refers to the harnessing of employee selves to work-roles and through expressing themselves cognitively, emotionally and physically; engagement is the degree and amount of involvement in the organisation, and disengagement is the degree of withdrawal.

Kahn's (1990) work also concluded that people have dimensions of themselves that they prefer to use and express in the course of role performance. If they can match their preferred actions with the psychological conditions existent in their work environment and work roles, then they will engage with the job (Kahn, 1990).

Harter, Schmidt, and Hayes (2002) in their study completed a meta-analysis of prior studies on employee engagement that were conducted by the Gallup Organization. The researchers examined the relationship between employee satisfaction-engagement, and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents. Harter *et al.* (2002) noted that one of the defining elements of employee engagement is the actionable quality of the measured concepts. In other words, employee engagement is related to meaningful business outcomes and many of the core issues of engagement are ones over which managers can have substantial influence.

James K. Harter *et al.* (2002), "Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes : A Meta-Analysis", They made a study on 7,939 business units in 36 companies, this study used meta-analysis to examine the relationship at the business-unit level between employee satisfaction–engagement and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents. Generalizable relationships large enough to have substantial practical value were found between unit-level employee satisfaction– engagement and these business-unit outcomes. One implication is that changes in management practices that increase employee satisfaction may increase business-unit outcomes, including profit.

May, Gilson, and Harter (2004) conducted a field study in a large Midwestern insurance agency. Using a survey format they explored why some individuals fully engage in their work while others become alienated or completely disengaged. Results of this study confirmed that engagement differs from simple job satisfaction. They agreed that engagement actually entails the active use of emotions and behaviors in addition to cognitions. Overall, study results supported Kahn's earlier work in that psychological meaningfulness and safety were positively linked to employee investment in work roles. Additionally, job enrichment and role-fit were positively related to psychological meaningfulness. Having a supportive

supervisor and good relations with co-workers were related to feelings of psychological safety on the job.

Robinson D., Perryman S., Hayday S. (2004) studied "The Drivers of Employee Engagement". The first step in our research was to investigate what HR professionals understood or meant when they used the term 'engagement'.

Research shows that committed employees perform better. If we accept that engagement, as many believe, is 'one step-up' from commitment, it is clearly in the organisation's interests to understand the drivers of engagement. Analysis of the NHS case study data indicates that opinions about, and experiences of, many aspects of working life are strongly correlated with engagement levels. However, the strongest driver of all is a sense of feeling valued and involved. This has several key components :

- involvement in decision making
- the extent to which employees feel able to voice their ideas, and managers listen to these views, and value employees' contributions
- the opportunities employees have to develop their jobs
- the extent to which the organisation is concerned for employees' health and wellbeing.

Ulrika Eriksson Hallberg (2005) in her study "Studies of Work Engagement, Type A Behavior and Burnout", she explained the association between being 'on fire' and burnout. More specifically, the thesis focused largely on two representations of involvement in work (work engagement and Type A behavior) and their respective relationships to burnout.

Main findings are longitudinal analyses of Type A behavior and burnout indicated that these variables were associated in cross-sectional data. However, no association between change in Type A behavior and burnout (or vice versa) was established to indicate that Type A behavior predicted an increase in burnout (at least not over the one-year interval that the present study comprised). Possibly, this result indicates that the association between Type A behavior and burnout is more complicated than can be surmised from the relatively sparse approach in the present study. Future research should investigate whether Type A behavior and burnout share a common association through workload. Moreover, the results suggested that Type A behavior was related only to the emotional exhaustion component of burnout, something that has been noted elsewhere as well (see Maslach *et al.*, 2001). It could be that Type A behavior predicts *exhaustion*, although not the particular response of burnout. Future research should investigate Type A behavior, burnout and exhaustion from a motivational perspective to shed more light on the psychological mechanisms involved.

Alan M. Saks (2006) in his research "Antecedents and consequences of employee engagement" surveyed 102 employees in a variety of industries and in one study tested a model of antecedents and consequences of job and organizational engagement.

The purpose of this study was to test a model of the antecedents and consequences of job and organization engagements based existing models of engagement and SET. This study provides one of the first empirical tests of the antecedents and consequences of employee engagement and makes a number of contributions to this new and emerging area.

David S. Gill (2007), "Employee Selection and Work Engagement: Do Recruitment and Selection Practices Influence Work Engagement?", the objective of this study was to investigate the effect employee selection and recruitment practices had on work engagement and to determine how much of an impact various selection methods have on engagement, organizational practices beyond job design.

Gabriel M. De La Rosa (2008) In this study the applicability of the Demands Control Support (JDCA) model to understanding employee engagement is tested using survey responses from employees working in the United States of America and internationally. Results support Karasek's (1989) interpretation of the JDCA model, suggesting additive, linear relationships between self reported perceptions of demands, control, and support incrementally explained variance in self-reported employee engagement. Results highlight the importance of considering employee perceptions of job demands, job control, and job support to understanding employee engagement. Also, the possibility of cultural values which may influence the importance of work characteristics is discussed.

Andrew J. Wefald (2008), in his study "An Examination of Job Engagement, Transformational Leadership, and Related Psychological Constructs", he sought to critically examine the concept of engagement as well as provide empirical evidence regarding its place in the nomological network of job attitudes. Both theoretically and empirically, engagement has been linked to personality and leadership variables; however, no research to date has attempted to examine all three concepts together.

Andrew J. Wefald and Ronald G. Downey (2009), investigated the factor structure of W. B. Schaufeli *et al.*'s measure of engagement and academic engagement's relation to academic satisfaction and found the Employee Engagement and Job Satisfaction to be highly related constructs. The previous researchers found a 3-factor structure of engagement that comprises vigor, dedication, and absorption. The authors administered to a sample of university

students a questionnaire on their level of engagement in academic work and various other measures. The results did not confirm the 3-factor structure.

Sanchez-Hernandez Isabel & David Grayson (2011), "Internal Marketing for Engaging Employees on the Corporate Responsibility Journey." As cite by the authers, Internal Marketing has been developed directly from conventional marketing theory (Woodruffe, 1995). It is based on the assumption that the accumulated knowledge of the marketing function can be used within the organization itself in order to gain competitive advantage in the market as well.

The purpose of this paper is to explore whether internal marketing could be a powerful tool for engaging employees on the corporate responsibility journey. A conceptual approach based on literature review is carried out to determine the existing possibilities provided by internal marketing to enhance corporate responsibility.

Junghoon Lee (2012), this study empirically tested relationships among antecedents and consequences of employee engagement in the hotel setting. In particular, this study provided theory-based empirical evidence regarding whether employee evaluations of self (i.e., core self-evaluations) and perceptions of organizational environment (i.e., psychological climate) affect employee engagement. This study also investigated how employee engagement directly and indirectly leads to intrinsic rewards, job satisfaction, personal attachment to an organization (i.e., organizational commitment), and the (LMX). Results of hypothesis testing showed that core self-evaluations and three components of psychological climate (managerial support for service, interdepartmental service, and team communication) positively influence employee engagement. The results also revealed that employee engagement is positively associated with all the outcome variables.

Indian Studies

The availability of empirical studies by researchers related to employee engagement is less in India as compared to the western world. Most of the available studies are survey of a particular industry. Few potential research-oriented studies are as given below :

Pallavi Srivastava and Jyotsna Bhatnagar (2007), "Talent Acquisition Due Diligence Leading To High Employee Engagement : Case Of Motorola India MDB." These researchers explain that talent has become the key differentiator for human capital management and for leveraging competitive advantage. With better talent acquisition, employee engagement improves and so does the productivity. Maximizing team engagement, motivation, and retention through due diligence in

talent acquisition is vital in today's highly competitive environment.

Jyotsna Bhatnagar (2007), "Talent Management Strategy Of Employee Engagement In Indian Ites Employees: Key To Retention."

The purpose of this paper is to investigate talent management and its relationship to levels of employee engagement using a mixed method research design.

In the results in first phase, low factor loadings indicated low engagement scores at the beginning of the career and at completion of 16 months with the organization was found. High factor loadings at intermediate stages of employment were indicative of high engagement levels, but the interview data reflected that this may mean high loyalty, but only for a limited time. In the second phase factor loadings indicated three distinct factors of organizational culture, career planning along with incentives and organizational support. The first two were indicative of high attrition.

Pati Surya Prakash & Pankaj Kumar (July 2010) "Employee Engagement: Role of Self-Efficacy, Organizational Support & Supervisory Support." This study argues that differences between Self –Efficacy levels in employees are primarily responsible for differences in displayed Engagement. Based on the findings, the study argues and defines engagement as expressed empowerment pertaining to a role thus enriching the management literature concerning engagement. They conclude that employee engagement necessitates a workforce that is attributed with self-efficacy as a dispositional trait. They also argue that empowered employee can be expected to be engaged. Also, it is pointed that this condition may not hold well in bureaucratic organizations.

Anitha J. (2010) "Antecedents of employee engagement and their impact on employee performance." This study emphasizes the importance of employee engagement and also identifies various aspects that have a significant moderating effect on it. It also proves that there is a strong relationship between employee engagement and employee performance that further insists the significance.

Rama J. Joshi and J. S. Sodhi (2011) "Drivers of Employee Engagement in Indian Organizations." The findings are executives and non-executives alike, were relatively more satisfied with the job and perceived a high sense of involvement and commitment in their work and the organization. Same was not true of the Managerial Practices (Communication System, Participative Management, Executive Management Relations, Lateral Trust, Objectivity and Rationality, and Subordinate Development), Development of Employees (Scope for Advancement, Recognition and Appreciation, Performance Appraisal, Training and Development, Delegation of Authority, and Job Content), and Industrial Relations (Union Management

Relations, Grievance Handling, and Approach to Discipline).

Saradha H. and Dr. Harold Andrew Patrick (2011) "Employee Engagement In Relation To Organizational Citizenship Behavior In Information Technology Organizations."

As per author, several literatures on OCB have highlighted the relationship between OCB and productivity, in-role performance, and business unit performance. However, there has been no research established to find out if there is any influence of OCB on employee engagement.

Ravichandran K. *et al.* (2011) "The Impact of Emotional Intelligence on Employee Work Engagement Behavior : An Empirical Study."

In the research it has been found there is a significant linear association between the Overall Emotional Intelligence and Overall Work Engagement behavior. It is critically observed the Pearson's Correlation Co-efficient value of .377(**) indicates positive weaker relationship between the abovesaid variables which is a reflection of Emotional Intelligence behavior alone will not influence Work Engagement behavior. It is also suggested that the managers need to identify those variables which influence Work Engagement behavior apart from the existing Emotional Intelligence construct variables used for this study. The factor analysis of the study extracts eight dimensions out of 29 variables in the research after reviewing Emotional Intelligence construct. It is suggested that the managers need to focus on these eight Emotional Intelligence dimensions when they explore Emotional Intelligence study.

Priyanka Anand (2011), the study focuses on the two important HR practices of performance appraisal and employee engagement in the hotel industry. The research, conducted in ITC Maurya, evaluates their practices relating to HR processes. It is found that the employees were involved and highly satisfied with the work environment. The performance appraisal standards are updated and different methods of appraisal are used across the organization.

Vaijyanthi P. *et al.* (2011), the main purpose of this study is to ascertain the status of employee engagement and the factors that impede better employee engagement. In the findings of this study, the factors are confirm infrastructure, cross-functional discussions, communication and interaction with the corporate office employees, reflection on the feedbacks and proper support and orientation through induction programs..

Elaine Farndale *et al.* (2011) "A study of the Link Between Performance Management and Employee Engagement in Western Multinational Corporations Operating across India and China."

This report constitutes a summary of findings on the cumulative data

collected from the different organizations of China and India from four organizations viz GKN (UK, India, China), AkzoNobel (Netherlands, India, China) , Tesco HSC (India) and InsureCo1 (Asia-Pacific).

In their finding regarding measurement of engagement by firms, they found that there are many different scales being used across companies to measure engagement and there are multiple dimensions of engagement for the best way to measure engagement.

Rabiya Sange and R. K. Srivasatava (2012) "Employee Engagement and Mentoring : An Empirical Study of Sales Professionals."

He concludes as results from the Triple Creek Survey Report (2010) found that mentoring positively impacts employee engagement and can have lasting positive repercussions for organizations. It has been established repeatedly that providing quality mentoring relationships throughout the organization increases employee engagement in multiple ways. The research paper has highlighted that mentoring does have a significant impact on engaging employees.

Swatee Sarangi and R. K. Srivastava (2012) unraveled the dimensions of organizational culture and communication which need to be focused for enhancing vigor, dedication and absorption of employees (Employees' Engagement) in the Indian Nationalized Banking Sector.

Kumar Alok & D. Israel (2012) This study's main objects are to understand how in an organization (a) authentic leadership relates to work engagement and psychological ownership, and (b) psychological ownership interferes with the relationship between authentic leadership and work engagement. They found through regression analysis that authentic leadership indirectly relates to work engagement of employees through the full mediation of organization-based promotive psychological ownership.

Soumendu Biswas *et al.* (2013) "Linking Distributive and Procedural Justice to Employee Engagement Through Social Exchange : A Field Study in India"

Findings suggest that perceived organizational support mediated the relationship between distributive justice and employee engagement, and both perceived organizational support and psychological contract mediated the relationship between procedural justice and employee engagement. The study supports the inclusion of distributive justice, procedural justice, POS and psychological contract in models of employee engagement.

Neelam Lal *et al.* (2013) worked on "Employee Engagement via Talent Management". She studied innovative practices of TATA Motors Pune for adopting Employees Engagement through Talent Management. They

correlated Employees Engagement and Job Satisfaction with Talent Management Practices.

Vishal Gupta and Sushil Kumar (2013) "Impact of Performance Appraisal Justice on Employee Engagement : A Study of Indian Professionals"

Performance appraisal is one of the most important human resource management practices as it yields critical decisions integral to various human resource actions and outcomes. The purpose of this study is to explore the relationship between perceptions of performance appraisal fairness and employee engagement in the Indian business context.

Managing Work-life Interface

All over the world the organizations are demanding more and more from their employees; parallel to this these are focusing more on the motivation and recognitions of the employees to enhance productivity. A healthy balance of work and family life is strategy that the new-age management is aiming at.

The current work scenario is marked by the fast pace of change, intense pressure, constant declines, changing demographics, increased use of technology and the co-existing virtual workplace. Juxtaposed with this, the increase in average income and rise in living standards have individuals striving for better work atmosphere. Tara Shankar & J Bhatanagar (2010)

After analyzing the overall scenario, it is the need of hour to plan and practice policies and practices that can resolve the work-life conflict of the present generation X and Y. Though there is dearth of initiatives taken by Indian government and employers in this direction, but this is hot topic in the western world and developed countries.

As cited by Rupashree Baral and Shivganesh Bhargava (2008) recently, scholars have made efforts to examine the positive impact of work-family interface referred as work-family enrichment (Greenhaus and Powell, 2006; Carlson *et al.*, 2006), positive spillover (Allis and O'Driscoll, 2008; Hammer *et al.*, 2005), work-family facilitation (Rotondo and Kincaid, 2008; Wayne *et al.*, 2006; Balmforth and Gardner, 2006) or work-family synergy (Beutell and Wittig-Berman, 2008) on individual's attitude and behaviour. Greenhaus and Powell (2006, p. 6).

Family-friendly policies can benefit employers also, can help them for retaining highly skilled employees who might otherwise seek more accommodating employers or leave the workforce entirely. Implementing family-friendly policies can also decrease absenteeism, enhance productivity, and can improve employers' attraction ability.

The Formal Friendly Initiatives practiced in the organization has positive

impact on Employees' Engagement. It means that HR policies and practices which are supporting employees to balance their work life balance are more important to enhance employee engagement than informal initiatives. Such policies and practices should be framed and practiced. So, it is suggested that companies should include these initiatives in their policy.

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