
Organizational Citizenship Behaviour of Gen Y's at Workplace with Special Reference to Private Sector Banks in Chennai

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Abstract

Background and objectives: Today's work place is dynamic and complex as we have three different generations at work. The current workforce today consists of baby boomers (1946-1964), Gen X (1965-1980) and Gen Y 1980. The Gen Y is tech-savvy and motivated. This paper aims at studying the factors that motivate gen y employees to remain committed to the organization and there by exhibit organizational commitment behaviour. It further explores to study the engagement drivers preferred by Gen Y employees working at private sector banks in Chennai.

Methods: A conceptual framework is formulated and tested with a sample of 200 gen 'y' employees working with private sector banks. 200 employees working for private sector banks as managers, assistant managers and officers and were assessed using the structured questionnaire on organizational commitment and organizational citizenship behaviour. It also studies the relationship between engagement drivers and organizational commitment and ocb.

Results: Exploratory Factor Analysis (EFA) and correlation has been used to study the relationship between the various employee engagement drivers, organizational commitment and organizational citizenship behaviour of gen y's in banks in Chennai. The current study indicates that engagement drivers preferred by gen y's in banks is crucial for enhancing both organizational commitment and organizational citizenship behaviour.

Conclusions: The results reveal that employee engagement enhances organizational commitment and OCB. There is a positive relationship between employee engagement drivers, organizational commitment and OCB. The conceptual model has been proved using correlation.

Keywords – Employee engagement, organizational commitment, Baby boomers, Egocentric, and defensive, OCB-organizational citizenship behavior

Introduction

Millennials' are well educated, egocentric, skilled in technology, self-confident, able to multi-task, and have plenty of energy Jay Gilbert (2011)(1) Generation Y enter workplaces with their diverse practices, preferences, learning backgrounds, attitudes and skill sets. These types of skill sets demand different trainings and learning style strategies together with new systems of learning environment. David McGuire(2007) (2).Gen Y's are aware of the need for continuous skill development thus they play a proactive role in their career management Win Shih and Martha Allen, (2007) (3) Generation Y are

complex people with many inconsistencies. Anita Weyland (2011)(4)states that gen y are environmentally conscious yet highly mobile. They expect instant rewards but also demand long term development. This generation takes more challenges and meaningful assignments that are important for their self-development than lifetime employment. Subsequently, Millennial's always look for opportunities to learn and nurture themselves professionally and get on to fast track leadership programs James W(2007)[5]. Employee Engagement is viewed as "the harnessing of organization members to their work roles; in engagement, people employ and

express themselves physically, cognitively, and emotionally during role performances”Kahn, W.A. (1990)(6). This paper explores the concept of Gen Y s’ engagement drivers, and its relationship to organizational commitment and ocb. Thus, this study explores at understanding the link between employee engagement on organizational commitment and organizational citizenship behavior.

Rationale

Employee engagement, organizational commitment and organizational citizenship behaviour is considered today as a strategic tool for organization’s success due to the following reasons:

Firstly, an engaged employee has a high level of commitment and involvement in the day to day process of decision making and contributes actively towards achieving the goals of the organization. (Brad Shuck et al 2010) (7)

Secondly, there is clear evidence to suggest what employees look for in their work is a mixture of both tangible and intangible elements that creates a stimulating environment where their contribution is recognized and suitably rewarded. (V M Kaul- 2011) (8)

Thirdly, Wellins &Concelman(9)further said that engagement is the illusive force that motivates employees to higher or lower levels of performance.”

Fourthly, Macey and Schneider (2008)(10)Employee engagement is a desirable condition. It has an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioral components.

Fifthly, commitment plays an important role in shaping attitudes and thoughts. They contribute significantly to the view that the employees also have a stake in the organisation. (V M Kaul-NHRD network journal volume 4 issue 3 July 2011)(11)

Sixthly, organizational commitment is said to be the force that binds an employee’s course of action to achieve one or more targets. Cohen (2010) (12)

Seventhly, OCB can be understood as desirable and discretionary behavior that is related to organizational

commitment. According to Little and Little (2006)(13)OCB is an outcome of job satisfaction and organizational commitment. Moreover, OCB can also be understood as one of the facets of engagement, rather than being engaged.

Eighthly, Organizational commitment is one of the important factors to create organizational citizenship behavior.Williams (2003)(14)

Lastly, Robert 2006(15) most of the organizations have started investing substantially in policies and practices that inculcates engagement and commitment in their workforce (Robert 2006)(17)SHRM

Gebauer and Lowman (2008)(16) expounded this by stating that there has to be an inclination to walk the extra mile to help the company achieve its business objectives. Thus it can be understood that organizational commitment occurs when employees understand and show perseverance and enthusiasm to the achievement of objectives of the business. (Abraham, 2012)(17)

Thus it can be inferred from the above that employee engagement is purely based on the psychological aspect of an individual and thereby an engaged employee stays committed to the organization. Moreover they are passionate about their job and organization which ultimately results in organization citizenship behaviour.

Need for the Study

S V Nathan(2011)(18) states that Generation Y has always had access to a plethora of lifestyle choices, which have shaped their preferences, attitudes and choices. Today’s environment has encouraged them to focus on higher order needs instead of stability and security. At workplace Gen y is able to create a niche for themselves. They have a drastically different outlook on what they expect from their employment experience. They have high expectations for themselves, and prefer to work in teams, rather than as individuals. This generation does not hesitate to disagree to an idea or does not respect any senior by the virtue of just being one. The above fact makes it very clear that this generation needs renewed focus and attention (Ernst & Young) 2010(19). OCB is imperative as the affirmative impacts are created by the gen ‘y’ employees voluntarily, happily without any compulsion as they are strong in social and digital media.

OCB is the clear behavior of employees towards formal job which endorses the effective functioning of the organization (Robbins 1996) (20). The study also focuses on understanding the influence of engagement drivers on organizational commitment and organizational citizenship behavior exhibited by gen 'y' employees.

Objectives

- To identify the key engagement drivers used in Private Sector banks
- To measure the effect of employee engagement on organizational commitment
- To measure the influence of organizational commitment on organizational citizenship behaviour
- To measure the influence of employee engagement on organizational citizenship behaviour

Research Methodology

The methodology opted for the survey consists of the following: Primary data was collected specifically for the purpose of the research needs at hand. Secondary data has also been used.

Research Design

The researcher used qualitative and quantitative research methods to describe, examine, and statistically analyze the primary data that were gathered from the survey process. A descriptive correlational design was used to determine and describe the perceptions of the respondents regarding the employee engagement drivers, and organizational commitment.

Research Instrument

The questionnaire consists of three subdivisions. Part I relates to 15 engagement drivers used by banks to engage their employees. These drivers focus on employee's characteristics on learning and development activities, compensational benefits given to employees etc. The categorical variables are measured based on a five-point Likert-type scale, ranging from "strongly agree", to "strongly disagree". Respondents were asked to express agreement or disagreement of a five point scale.

Part II relates to organizational commitment. The study has adopted the organisational commitment scale propounded by Mowday, Steers, and Porter was used to measure individual performance. The same was modified slightly to reflect the self-rating process. The response scale was also changed to five point scale. This section tries to elicit response from the respondents as to what makes them stay connected and committed. This also aims at understanding what motivates employees, drives job satisfaction, commitment, pride and advocacy.

Part III relates to OCB developed by Dr. Vivek Sharma Dr. Sangeeta Jain (2014) (21) has been adapted. The responses were rated on Likert scale format, ranging from 1-5. The questions are framed using simple direct and unbiased words and its flow is also logically designed.

Sample Size

The sampling unit of this study comprises of 200 Gen Y employees working with private sector banks from the city of Chennai as the sample.

Limitations of the Study

- The study is not a longitudinal study.
- Time constraint.
- The study is restricted to 200 respondents

Respondent's Details

In this study, we were able to locate 200 employees who

- Are working for private sector banks.
- Were Assistant managers, officers and managers.
- Held the same position in different functional areas
- Each of these employees was assessed using the questionnaire and personal interview.

Pilot Study

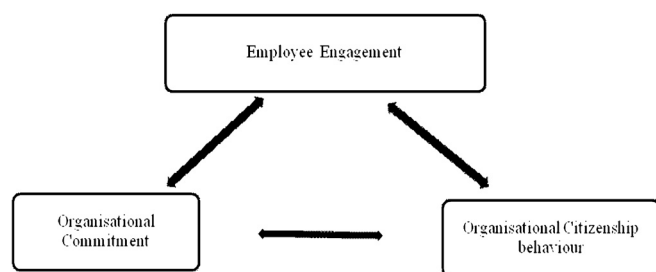
An initial investigation is conducted to check the reliability of the statements. In Likert's five point scale. The reliability is measured through Cronbach's Alpha method to verify the simultaneous variance for all the items regarding engagement drivers and organizational commitment. At the point of inception the Cronbach alpha revealed are .912, .804, and .897 this shows that the

primary data domain is highly conducive to conduct the research with high variances of 91.2%, 80.4% and 89.7% respectively for the three predominant factors. These values are above the bench mark values of .75 therefore it can be concluded that the statements are very clear for the respondents to express their insight.

Conceptual Framework

Based on the literature review and research gaps discussed a conceptual framework to depict the proposed relationship between employee engagement, commitment of employees and Organizational citizenship behavior exhibited by Gen Y employees working with Private sector banks operating in Chennai is tested in this article. The conceptual framework has been proposed to link the ideas that have been discussed in the rationale behind the study. The framework is designed to synthesize and co-ordinate relevant concepts into a significant whole. Based on the research objectives, in this section of the paper the conceptual framework is presented. Engagement is seen as “the extent to which people relish and believe in what they do and feel valued for doing it.” The degree to which employees commit to something or someone in the organization, and how long they stay as a result of that commitment can be said to be organizational commitment. The effort put in the work in the form of brainpower, extra time and energy is generally the outcome of commitment. Organizational commitment is regarded as the outcome of employee engagement.

The success of an organization depends on employees who are willing to give extended service beyond their call of duty without being asked to do so or rewarded for the same. Such performance is possible only when employees are treated with utmost care C. Vijayabanu, K(22). Thus an Engaged and committed workforce is said to be exhibiting OCB.



Findings

The results provide valuable insights into the importance of employee engagement, organizational commitment and OCB

Demographic profile of the sample

Selected demographic characteristics of the sample like gender, education and designation, are presented in the table below:

Table 1: Demographic Details

VARIABLES		FREQUENCY	PERCENTAGE
Gender	Male	120	60
	Female	80	40
Total		200	100
Education	Postgraduates	72	36
	Graduates	100	50
	Professionally qualified	28	14
Total		200	100
Designation	Asst Managers	100	50
	Officers	64	32
	Managers	36	18
Total		200	100

Source: Primary data

Hypothesis

1. Employee engagement drivers are positively associated to organizational commitment
2. Organizational commitment is positively associated to organizational citizenship behavior.
3. Employee engagement is positively associated with organizational citizenship behaviour.

Key engagement drivers

Exploratory principal components analysis using a Varimax rotation was used to summarize the items into an underlying set of engagement, factors. All the factor loadings of 0.5 or above were identified in the factor matrix; Exploratory Factor Analysis (EFA) has been used to identify the various factors. Principal Component Analysis method is used and the following results are obtained:

Table 2: Kaiser – Meyer - Olkin and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.774
Bartlett's Test of Sphericity	Approx. Chi-Square	756.806
	df	105
	Sig.	.000

Kaiser – Meyer – Olkin (23) and Bartlett's Test of Sphericity give information about the factorability of the data. As a measure of sampling adequacy KMO is a test of the amount of variance within the data that could be explained by factors. The Kaiser – Meyer – Olkin Measure of sampling adequacy value is 0.774 and Bartlett's Test of Sphericity with approximate Chi – Square value is 756.806 and these values are statistically significant at 5% level. Therefore, it can be concluded that the sample size of the research is adequate for the

factors and all the 15 variables considered for the research process. These values give high reliability for all the 15 variables

Employee engagement factors

It is found that 15 variables pertaining to employee engagement are reduced into 5 predominant factors with total variance of 62.397. These factors also possess individual variances, 15.902%, 13.399%, 11.911%, 10.839% and 10.346%. The table below shows the rotated component matrix, which is a matrix of the factor loadings for each item onto each factor. This matrix contains the information calculated after rotation. The principal component analysis was done for all the 15 variables to extract the factors and the same were rotated varimax with Kaiser Normalization.

The Eigen values above 1 are noticed for the 5 factors. The variable loadings for each factor are measured using Rotated Component Matrix. The Rotated Component Matrix shows the 15 engagement drivers used in banks operating in Chennai is extracted into 5 principal factors, namely learning drivers, prospect drivers, innovation drivers, opportunity drivers, and compensation drivers. These factors are explained below with the respective variables

Table 3: Factor analysis of engagement drivers -Variables and factor loadings

F.no	Variable	Factor loading	Name given to the factor
F1	Open to New Ideas	.686	Innovative drivers
	Creates new stimulating jobs	.776	
	Creates a culture of innovation	.557	
F2	Provides skill training	.619	Learning drivers
	Provides job specific training	.707	
	Provides career advancement options	.787	
	Scope for sharing knowledge	.502	
F3	Opportunity to help launch a new business, initiative, or program	.839	Opportunity drivers
	Opportunity to revive a struggling business	.707	
	Opportunity to work in a different country	.514	
F4	Links performance to pay	.623	Compensation drivers
	Compensation in par with similar industries	.753	
	Profit sharing – equity /stock	.588	
F5	Prospect to work in new functional areas	.718	Prospect drivers
	Opportunity to work in new teams or units	.789	

Extraction Method: Principal Component Analysis

From the above table it is clear that gen y employees want to work on new and diverse areas of operations that require them to come out with creative solutions. It is evident that gen y's have a different outlook on what they expect from their jobs, they look forward to learn new skills and career advancement options.

Organization Commitment Factors

Exploratory principal components analysis using a Varimax rotation was used to summarize the items into an underlying set of organizational commitment factors. All the factor loadings of 0.5 or above were identified in the factor matrix; Exploratory Factor Analysis (EFA) has been used to identify the various factors. Principal Component Analysis method is used and the following results are obtained:

Table 4: Kaiser – Meyer - Olkin and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.795
Bartlett's Test of Sphericity	Approx. Chi-Square	781.018
	df	105
	Sig.	.000

Kaiser – Meyer – Olkin and Bartlett's Test of Sphericity give information about the factorability of the data. As a measure of sampling adequacy KMO is a test of the amount of variance within the data that could be explained by factors. The Kaiser – Meyer – Olkin Measure of sampling adequacy value is 0.795 and Bartlett's Test of Sphericity with approximate Chi – Square value is 781.018 and these values are statistically significant at 5% level. Therefore, it can be concluded that the sample size of the research is adequate for the factors and all the 15 variables considered

for the research process. These values give high reliability for all the 15 variables.

It is found that 15 variables pertaining to organizational commitment are reduced into 4 predominant factors with total variance of 55.443%. These factors also possess individual variances, 19.304%, 13.360%, 13.285% and 09.494%. The principal component analysis was done for all the 15 variables to extract the factors and the same were rotated varimax with Kaiser Normalization. The Eigen values above 1 are noticed for the 4 factors. The variable loadings for each factor are measured using Rotated Component Matrix. The Rotated Component Matrix shows the 15 organizational commitment variables used in banks operating in Chennai is extracted into 4 factors namely, contented commitment, passionate, trustworthy and affirmative commitment.

Table 5: Factor Analysis of organizational commitment – Variables and factor loadings

F.no	Variable	Factor loading	Name given to the factor
F1	I am extremely glad that I chose this organization	.679	Contented Commitment
	There is much to be gained by sticking with this organization indefinitely.	.710	
	I find it easy to agree with this organization's policies	.672	
	I really care for this organization.	.665	
	For me this is the best of all organizations to work.	.517	
F2	I would accept almost any type of job assignment in order to keep working for this organization	.528	Passionate Commitment
	My values and the organization's values are very similar	.635	
	This organization really inspires the very best in me	.603	
	It will not leave this organization	.619	
F3	I am willing to put in a great deal of effort	.564	Trustworthy Commitment
	I project this organization positively to others	.677	
	I am loyal to this organization.	.630	
	I have no intentions to leave this organization.	.593	
F4	Working for this organization is a definite boon	.542	Affirmative Commitment
	I am proud to say that I belong to this organization	.847	

Source : Computed data

Commitment is generally said to develop slowly and consistently over a period of time and it is not an immediate response to a stimuli. Thus commitment arises when one feels positive, contented, trustworthy and passionate towards the organization. It refers to a state in which an individual identifies with an organizations' goals and desires to remain in the organization in order to facilitate these goals. Commitment often encompasses an exchange relationship in which individuals attach themselves to the organization in return for certain rewards or payments from the organization.

Organization Citizenship Behaviour

Table 6: Kaiser – Meyer - Olkin and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.874
Bartlett's Test of Sphericity	Approx. Chi-Square	1562.539
	df	276
	Sig.	.000

Source : Computed data

Kaiser – Meyer – Olkin and Bartlett's Test of Sphericity give information about the factorability of the data. As a measure of sampling adequacy KMO is a test of the

amount of variance within the data that could be explained by factors. The Kaiser – Meyer – Olkin Measure of sampling adequacy value is 0.874 and Bartlett's Test of Sphericity with approximate Chi – Square value is 1562.539 and these values are statistically significant at 5% level. Therefore, it can be concluded that the sample size of the research is adequate for the factors and all the 24 variables considered for the research process. These values give high reliability for all the 24 variables.

It is found that 24 variables pertaining to organizational citizenship behaviour are reduced into 6 predominant factors with total variance of 58.190%. These factors also possess individual variances, 12.540%, 11.757%, 10.737%, 09.539%, 7.864% and 5.754%. The table below shows the rotated component matrix, which is a matrix of the factor loadings for each item onto each factor. This matrix contains the information calculated after rotation. The principal component analysis was done for all the 24 variables to extract the factors and the same were rotated varimax with Kaiser Normalization.

The Eigen values above 1 are noticed for the 6 factors. The variable loadings for each factor are measured using Rotated Component Matrix. The Rotated Component Matrix shows the 24 organizational citizenship behaviour variables is extracted into 6 factors namely altruism, scrupulous, courteousness, sportsmanship, passionate and sustenance

Table 7: Factor Analysis of organizational commitment – Variables and factor loadings

F.no	Variable	Factor loading	Name given to the factor
F1	I try to improve the working conditions I volunteer to take additional tasks I spread goodwill in the organization. I boost my organization's image. I put extra effort on my job I follow my organization's rules even when not watched		Altruism
iF2	I help subordinates to develop required skills I consult my colleagues whenever possible I help co-workers when required I help new employees adjust in new working environment		Scrupulous
F3	I keep myself updated I praise the working conditions of my organization I protect the organizational resources I use organizational resources cautiously		Courteousness
F4	I do not take personal credit for teamwork. I do not complain about insignificant things at workplace		Sportsmanship
F5	I am enthusiastic about my job I take initiative for new assignments. I create healthy and cheerful atmosphere at workplace		Passionate
F6	I promote my organization's services I listen to my teammates problems and try to suggest solutions I take feedback from my Co-workers and superiors.		sustenance

Source : Computed data

OCB is spontaneously directed towards the benefit of a specific individual, or a stranger with no apparent prospect of extrinsic reward to the person giving it. Thus organizational citizenship behavior is said to occur when an individual is passionate towards his assignment at workplace.

A specific emphasis is given on understanding Generation Y specific traits, needs and expectations, which are found vital in today's context. A focus is also given in understanding as how generation Y employees behave and what motivates them. Wellins and Concelman (2005)(24) suggested that engagement is "an amalgamation of commitment, loyalty, productivity and ownership." OCB typically refers to behaviors that positively impact the organization or its members (Poncheri, 2006)(25). As per Robinson et al. (2006)(26) Employee Engagement is one step up from commitment. Thus this study focuses on understanding the relationships between employee engagement practices opted by gen y employees and organizational commitment. It further explores its relationship with organizational citizenship behaviour.

Table 8: Correlation between employee engagement and organizational commitment

Correlations			
		Employee Engagement	Organizational commitment
Engagement	Pearson Correlation	1	.212
	Sig. (2-tailed)		.003
	N	200	200
Organizational commitment	Pearson Correlation	.212	1
	Sig. (2-tailed)	.003	
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Computed data

From the above table, it is found that the correlation coefficient between employee engagement and organizational commitment is found to be $r=.212$ the correlation coefficient is statistically significant at 1% level therefore it can be concluded that the engagement drivers opted by gen y

Has a positive correlation between employee engagement drivers opted by gen Y employees and organization

commitment. Well engaged employees are said to be loyal and committed to the organization. Thus it can be concluded that organizational commitment is one of the facets of employee engagement. It can be seen that a well engaged gen y employee readily accepts the organization's standards, has a mindset to exert extra efforts for the organization and takes ownership for all his activities.

Table-9: Correlation between employee engagement and organizational citizenship behaviour

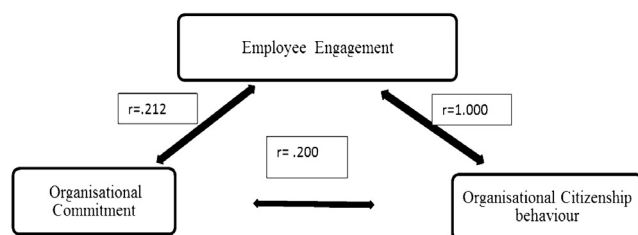
Correlations			
		employee engagement	OCB
Employee Engagement	Pearson Correlation	1	.100
	Sig. (2-tailed)		.000
	N	200	200
Organizational commitment	Pearson Correlation	.100	1
	Sig. (2-tailed)	.000	
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

From the above table it is found that the correlation coefficient between employee engagement and organizational citizenship behaviour is found to be $r=.100$ the correlation coefficient is statistically significant at 1% level. The above table clearly shows positive correlation between employee engagement and organization citizenship behaviour. Organization needs employees who are willing to extend their responsibilities to co-workers and employers and thereby exhibit organization citizenship behaviour at workplace. Thus the extent to which banks can manage their relationships with their gen y employees they are said to display organization citizenship behaviour. Hence it can be concluded that well engaged employees will exhibit ocb.

Table 10: Correlation between Organizational commitment and organizational citizenship behaviour

Correlations			
		Organizational commitment	OCB
Engagement	Pearson Correlation	1	.200
	Sig. (2-tailed)		.005
	N	200	200
Organizational commitment	Pearson Correlation	.200	1
	Sig. (2-tailed)	.005	
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

Similarly the Karl Pearson's co-efficient of correlation between organizational commitment and organizational citizenship behaviour is given by $r=.200$ this shows that there is deep parametric relationship between organizational commitment and organizational citizenship behaviour in the banking sector. Thus it is clear that commitment arises out a sense of belongingness by the employees which will certainly result in organizational citizenship behaviour. Hence it can be concluded that engagement drivers play a vital role in contributing to organizational commitment. It also shows how organizational commitment and the extra-role behavior of employees can make the work place exiting for gen 'y' employees.



Conclusion

This study contributes to the knowledge by advancing the understanding of gen y's perspectives on engagement drivers used by private sector banks. The present research

identifies the relationship between employee engagement drivers used to engage gen y employees in private sector banks and his/her level of organizational commitment. The study attempted to explain the relationship between engagement factors on the various dimensions of organizational commitment and ocb. The study was determined on interaction of the five engagement factors on organizational commitment and organizational citizenship behaviour in context of private sector banks operating in Chennai. The study concluded that employee engagement and organizational commitment of the employees has a positive impact on organizational citizenship behaviour. The current study indicates the engagement drivers preferred by gen y's in banks is crucial for enhancing both organizational commitment and organizational citizenship behaviour. Thus, a well engaged gen y workforce is said to be reliable and committed workforce. Hence a committed workforce is said to exhibit organizational citizenship behaviour. Thus, organizations which are able to engage its workforce become a great place to work, through building trust in teams and ensuring employee pride and enjoyment to work. The engagement drivers used in banks aid to engage its gen y employees and motivate them to stay loyal with the organization. Engaged employees have a sense of commitment and hence stay longer in the organization and demonstrates organizational citizenship behaviour.

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