



Employee Engagement Impact on Employee Retention at Lovely Professional University

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ABSTRACT

This is the capstone project aimed to showcase the cause and relationship between employee engagement and employee retention. We had conducted our study on the faculties of Lovely professional University to see how employee engagement activities are a driving force in retaining employees

We had conducted a detailed literature review on the topic and synopsis of the literature review is that Employee engagement is a psychological and emotional relation of an employee towards his work, organization and organization goal. It's important to note that employee engagement and employee satisfaction are two different terminologies a satisfied employee will not lend his extra time and effort towards his organization growth after his working hours but an engaged employee will contribute to organization growth even beyond his office time

We had performed regression and correlation on the collected sample and we had collected responses from the 60 faculties across all the schools of Ipu

we had worked in a dual mode for collecting our samples i.e offline and online mode. We had used pen and paper mode for collecting responses through offline mode and we had created Google forms and with the help QR code faculties were able to share the responses and one sect of faculties were also preferred to provide response through their University mail id and some preferred Ipu live in sharing their responses

Keywords: Employee engagement, Employess retention, Reliability engagement, Reliability Analysis, Descriptive Analysis, Correlation and linear regression

1. Introduction

The long-term health and success of any organization depend upon the retention of key employees. Employee engagement results in commitment and psychological attachment, which is reflected in high employee retention.

Today's firms aim to create a culture where workers give their all and support one another in trying times. Organizations struggle to achieve their goals of organizational excellence and value maximization successfully manage personnel to create motivated staff members that are eager to go above and beyond. The founder of Boston Consulting Group, Bruce Henderson, thought that committed individuals, their ideas, and a dedication to acting honorably have tremendous potential to generate value, influence the development of industries, and even to change the world (Boston Consulting Group, 2014). In The Great Place to Work Model, Sarah (2014) outlined the definition of a great workplace as one where organizational goals are met with happy employees provide their own best as a team in a setting of trust and take pleasure in their job. Terrific challenges, ambiance, rewards, pride, communication, and great supervisors are all essential components of a great workplace (Sarah, 2014). Companies that consistently participate in surveys like Great Places to Work, such as Google Inc., SAS, and The Boston Consulting Group, demonstrate a concern for employee work engagement. The majority of the businesses polled are aware of the need to create an environment where employees feel their work has meaning and they are empowered to make contributions to the organization and society.

Work involvement has grown in popularity among social scientists and practitioners alike over time. The level of employee work involvement in specific industries has been the subject of numerous reports in the field of practice of the workforce, dividing workers into different groups based on how engaged they are. The manner engagement has been outlined in each of these papers, however, varies considerably. Engagement is a term used to describe a variety of emotions, including passion, zeal, commitment, involvement, focused effort, absorption, and dedication. It is described as "emotional participation or commitment" and as "being in gear" by Merriam-Webster. For academic scholars, one of the main causes of concern was the lack of consensus over a definition of engagement. Great performers who are willing to go above and beyond are engaged employees. They have an innate passion and dedication, and they can tackle problems creatively to the workplace. Consequently, they have a variety of strategies for handling challenges at work. They routinely outperform their counterparts who are less engaged.

Engagement is not an isolated occurrence. Regardless of the responsibilities of their jobs or the resources at their disposal, engaged people foster a positive workplace culture. They persuade their coworkers to adopt a "can do" and "make a difference" attitude. Engagement may therefore be thought

of being transmittable. The crossover or transmission of involvement extends beyond the work environment to include many areas of life. This means that both engagement as well as the lack of it is contagious as it crosses over from one member to the other whether at work or in personal life.

Employees who are disengaged, on the other hand, do not care about organizational development or promote a positive workplace culture. They lack enthusiasm and are also preoccupied with whining, spouting off, or gossiping. They think they "know it all." As a result, they do not invest in themselves so that they can improve as people and advance within the firm. They prefer to operate alone rather than in teams since it comes naturally to them. The level of challenge and employee ownership in the task are two important aspects that drive employee engagement. Employees take ownership of the work that they find interesting and challenging, and they become invested in it as a result. But additionally, a lot of difficulty might lead to stress, which would naturally result in a withdrawal from employment. The ideal situation for their team to rise to the challenge without feeling overwhelmed must be identified by managers. Since each team member has a different threshold for difficulty, managers must be aware of where their employees are struggling and provide the necessary assistance. Overwhelming anxiety makes workers disengaged.

Examining the psychological contract between the employer and the workforce in greater detail is necessary to engage employees. It can be distinguished from the official written employment contract. The psychological contract, which is unwritten but deeply held views and perceptions, symbolizes the informal obligations between the employer and employee. The written contract outlines mutual duties and responsibilities in a generic manner. The psychological contract underwent a paradigm shift with the start of the twenty-first century. A typical business is under pressure to reduce expenses, increase efficiency with cutting edge technology, and compete with rivals attempting to steal both customers and staff. Along with this, there are significant rates of staff attrition and a resulting decline in the average length of service. As a result, direct replacement costs rise, and the firm is less able to forge lasting relationships with clients and carry out people-dependent business objectives. After reviewing the psychological contract as it pertains to employees it is clear that they now think that in order to continue earning more money and moving up the corporate ladder, one should shift positions more frequently. The concept of having a "work for life" is dwindling, and the present emphasis is on developing employability for the future anywhere in the world (Aselstine and Alletson, 2006). Research on the dynamics of work engagement is very important and helpful in this setting.

2. Objectives

The objectives of this project are:

- The relationship between employee engagement and employee retention
- The effect of employee engagement on employee retention

3. Literature Review

Employee engagement is a psychological and emotional connection to his Job, Organization, and to the organization's goal. It is important to note that employee engagement and employee satisfaction are two different terminologies where a satisfied employee will not provide their extra time and effort in the organization's success whereas an engaged employee will put extra effort into his/her organization's success.

Employee engagement is important in the field or areas of the organization such as Lower Absentees, increased employee productivity, better business outcomes, reduced staff turnover, enhanced company culture, etc.

Invoking Kahn's (1990) work, Rothbard (2001) described engagement as a motivating term with two dimensions: attention and absorption. Attention is the amount of time spent concentrating on your work and keeping your mind engaged while performing your job. It can be determined by how much time is spent contemplating and focusing on the job position. Focus intensity is referred to as absorption. It was described as losing track of time and getting lost in one's work position. It is interesting that research on burnout has served as a catalyst for the most recent study on work engagement. The positive opposite of burnout, according to Maslach and Leiter (1997), is engagement. They rephrased burnout as a decline in commitment to one's work. These writers contend that the three burnout dimensions—exhaustion, cynicism, and lack of professional efficacy—are the polar opposites of work engagement, which is characterized by energy, involvement, and efficacy.

Several authors described the idea of involvement as being connected to satisfaction (Fleming & Asplund, 2007; Harter et al., 2002; Wagner & Harter, 2006). In their definition of engagement as "satisfaction-engagement," Harter et al. (2002) made the implication that engagement and contentment with one's work are conceptually equivalent. In addition, practitioner-based models (Towers Watson, 2014) described engagement as including rational and cognitive components, implying that engagement and satisfaction are related. Contrarily, Erickson (2005) noted that whereas satisfaction is stable and denotes completion, engagement is a progressively shifting condition. Contentment and the organizational fulfillment of human wants are characteristics of satisfaction. This implies that although completion is implied by satisfaction, urgency, attention, and intensity are implied by participation (Macey et al., 2009).

Researchers from the Gallup Organization, Fleming et al. (2005), used the phrase "committed employees" as a synonym for "engaged employees." According to the Corporate Executive Board (2004), employee engagement is determined by how much they are willing to sacrifice for the firm, how much effort they put forth, and how long they stay there as a result of that commitment. Saks (2006) defined commitment as a person's affiliation to or attitude toward a company. Engagement, which is more of a state than an attitude, is the degree to which people are focused on and immersed in their work, operationally speaking (Saks, 2006). Kahn (1990) compared the two and found that whereas engagement is vulnerable to changes as workers understand and engage with a variety of environmental stimuli at work, organizational commitment is rather consistent over time.

According to Macey and Schneider (2008), who offered a constructive critique of such definitions, many HR consultants fail to define the word and instead focus solely on its claimed advantages. It is still unclear whether engagement is a wholly original idea or merely a repackaging of prior concepts. According to Newman et al. (2011), engagement actually commits the jangle fallacy, in which conceptually comparable terms that measure nomological networks are mistakenly characterized as being distinct from one another (Kelley, 1927). They posed the fundamental query of whether employee work engagement differs from a general attitude toward the workplace. Despite appearing to be comparable to work satisfaction,

organizational commitment, job involvement, and workaholism as described above, Macey and Schneider (2008) and Shuck et al. (2013) discretely established work engagement as a unique term.

Job involvement and work engagement have frequently been compared. Brown (1996) claims that job involvement denotes a level of personal investment in the position. Salanova et al. (2005), on the other hand, noted that while job involvement is a component of engagement, it is not the same as it. According to May et al. (2004), engagement serves as a prerequisite for job involvement, meaning people who exhibit high levels of engagement in their employment should identify with their positions. Additionally, it was noted that work engagement is a broader, more inclusive construct made up of energy and excitement towards the workplace, whereas job participation is a cognitive judgment about the job that is connected to self-image (Saks, 2006). (Christian et al., 2011; Kahn, 1990; Rich et al.)

Investigating the perceived overlap between job engagement and workaholism, which provides an answer to the question of whether engaged employees are workaholics, is another interesting topic. Oates (1971) first used the term "workaholism" to refer to the drive, compulsion, or insatiable urge to work continuously. As a result, workaholics frequently put in a lot of time at their jobs and constantly think about them even when they're not. Thus, it may be concluded that those who are workaholics are fixated on their jobs. The behavioral traits of engaged workers, in contrast, demonstrate that they are not dependent on their jobs (Bakker and Demerouti, 2008). They enjoy activities outside of work, don't feel bad when they don't work, and don't put in much effort because of a powerful and irresistible inner drive, unlike workaholics. Instead, the motivated people work because they like it. Engagement is thus demonstrated as a novel and distinctive term on the basis of the comparison made in the preceding paragraphs. The studies cited below offer strong empirical support for the idea that employee work engagement is a separate entity. It is also important to note that Rich et al. (2010) found that work engagement outperformed job involvement, job satisfaction, and intrinsic motivation as predictors of performance-related outcomes. They discovered that what distinguishes engagement from other perhaps similar factors is the simultaneous investment of cognitive, emotive, and physical energies into performance-related results that signify something unique. The term "engagement" has been widely accepted in academic and managerial literature, and it doesn't seem likely that it will become obsolete. (Guest, 2013).

4. Research Methodology

In this research, we are going to use primary data. We will collect data from Lovely Professional University through google forms, and interview. Once the data is collected, researchers will use SPSS for data analysis. With SPSS we are going to do regression analysis, and correlation which will help to know the relationship between the two variables (employee engagement and employee retention).

Sources of Data

Primary data: a questionnaire was developed to investigate employee engagement's impact on employee retention. The questionnaire was sent to faculty members working at Lovely Professional University. It included questions to help measure the correlation between employee engagement and employee retention. In total 15 questions were asked, out of which we have direct questions, and questions with proposed answers

Sample

The unit of analysis for our study is Lovely Professional University. Data were collected from faculties using the questionnaire developed. The method used for data collection was email, google forms and pen and paper.

Limitations:-

1. The sample size is so small as it included only 60 respondents
2. The project exclusively focused on faculties of Lovely Professional University and not including other private and public universities
3. The questionnaire does not include any demographic data of the respondents
4. The project is completed in very less time probably 4 months
5. The project only focused on the teaching staff of the university and excluding Administration staff

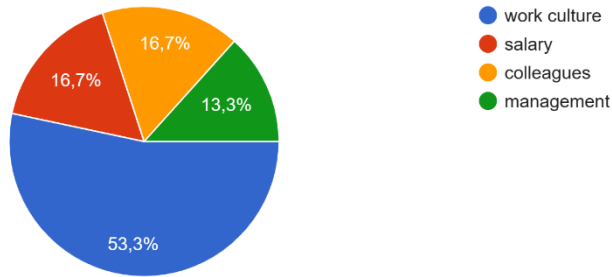
4.1 Results:

1. Preference

		1- Preference			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	work culture	32	53.3	53.3	53.3
	salary	10	16.7	16.7	70.0
	colleagues	10	16.7	16.7	86.7
	management	8	13.3	13.3	100.0
Total		60	100.0	100.0	

what you love about working here?

60 réponses



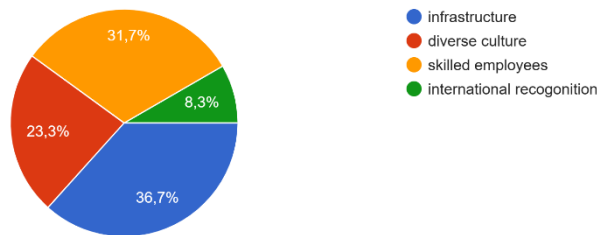
the analysis is showing 32, 10,10,8 persons who select work culture, salary, colleagues, and management respectively. This show that the working culture of LPU is pleasant and is one factor contributing to employee satisfaction or engagement.

2-STRENGHT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	infrastructure	22	36.7	36.7	36.7
	diverse culture	14	23.3	23.3	60.0
	skilled employees	19	31.7	31.7	91.7
	international recognition	5	8.3	8.3	100.0
	Total	60	100.0	100.0	

what are the company's strength?

60 réponses



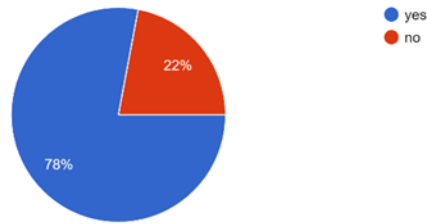
the infrastructure provided by LPU is a key strength that facilitates employees to easily perform their tasks. the question is asked to know which factor constitutes a strength according to employees. As result, 36.7% said infrastructure is the highest strength of LPU, followed by its skilled employees.

3-WORK LIFE BALANCE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	46	76.7	78.0	78.0
	no	13	21.7	22.0	100.0
	Total	59	98.3	100.0	
Missing	System	1	1.7		
Total		60	100.0		

are you able to maintain a work life balance?

59 réponses



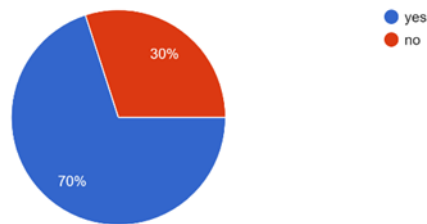
76.7% of our respondents said that they are able the maintain a balance between their life and their work. Which is very important. This means that LPU is providing a culture that allows employees to have a kind of stability in their personal life as well as in their work.

4-FULL POTENTIAL

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	42	70.0	70.0	70.0
	no	18	30.0	30.0	100.0
	Total	60	100.0	100.0	

do you think you reach your full potential here?

60 réponses



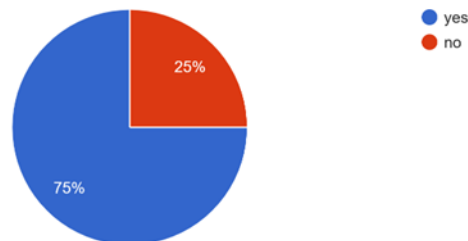
70% of our respondents reach their full potential through all the growth and development opportunities provided by LPU. While 30% are still on the journey. This is related to their duration in the organization. Those who reach their full potential are working here for more than 3 years.

5-GROWTH OPPORTUNITY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	45	75.0	75.0	75.0
	no	15	25.0	25.0	100.0
	Total	60	100.0	100.0	

do you receive appropriate growth and development opportunities in your current role?

60 réponses



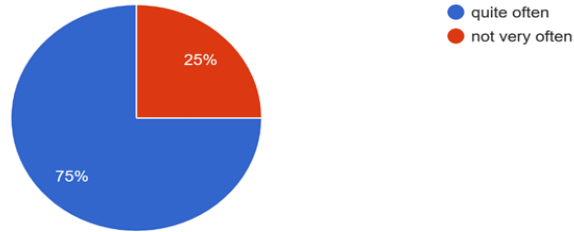
With adequate infrastructure and work culture provided by LPU, growth, and development opportunities are also necessaire for employees. According to our survey, 75% of all our respondents said they are receiving appropriate growth and development opportunities. While 25% which represents 15 respondents affirm not having that opportunity.

6-RECOGNITION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	quite often	45	75.0	75.0	75.0
	not very often	15	25.0	25.0	100.0
	Total	60	100.0	100.0	

how often does your manager recognize your contribution?

60 réponses



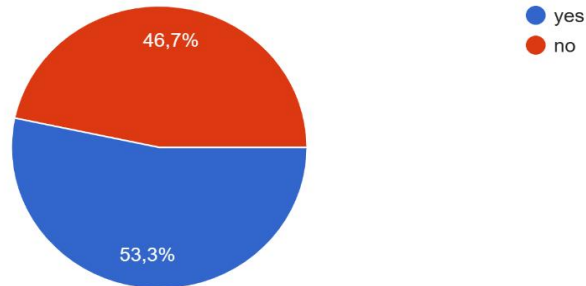
Recognition of employee contribution toward the organization is very important. In this survey, we can see that 75% of all respondents affirm their works are quite often recognized while 25% said their work is not often recognized or valued.

7-NOT WILLING TO WORK

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	32	53.3	53.3	53.3
	no	28	46.7	46.7	100.0
	Total	60	100.0	100.0	

are there days when you are not willing to work in this company and dislike being here ?

60 réponses



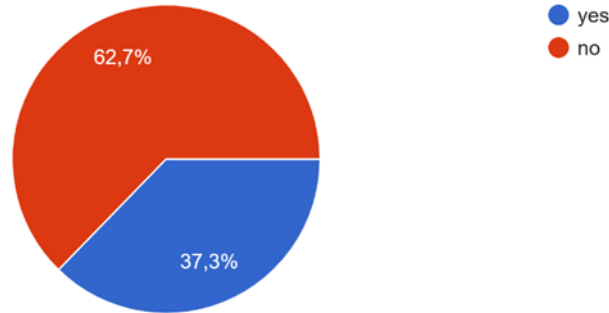
The question was asked to know if there are days employees feel not working in LPU or dislike being here. It comes out that the majority said no while 46.7% of the respondents said yes.

8-JOB OFFER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	22	36.7	37.3	37.3
	no	37	61.7	62.7	100.0
	Total	59	98.3	100.0	
Missing	System	1	1.7		
	Total	60	100.0		

would you take a new job at another company if they offered you the same salary you currently make ?

59 réponses



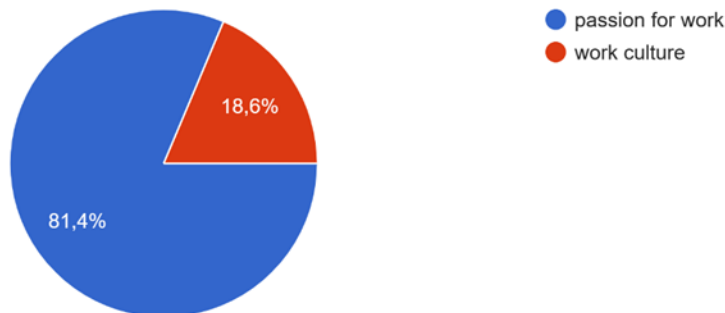
This graph shows a little about the engagement of employees. According to the survey, the majority of employees which represents 62% of the respondents are not willing to leave the organization even if they receive the same proposition with the same salary in another organization.

9-PASSION WORK CULTURE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	work culture	11	18.3	18.6	18.6
	passion for work	48	80.0	81.4	100.0
	Total	59	98.3	100.0	
Missing	System	1	1.7		
Total		60	100.0		

is it the passion you have for your work that makes you so engaged or the work culture provided by LPU?

59 réponses



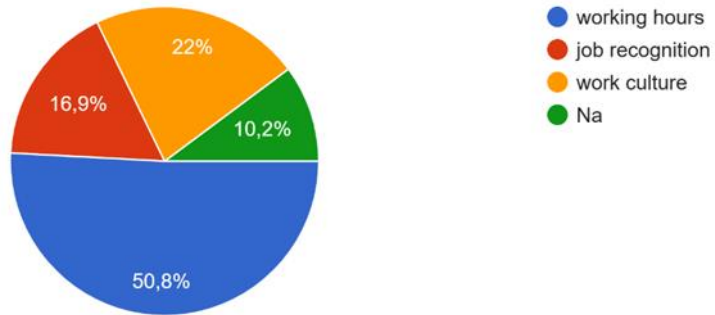
Most employees working at LPU are passionate about their work. Approximately 82% of the respondents said it is their passion for the work which makes them engaged while others said it is the work culture provided by LPU.

10-IMPROVEMENT AREAS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	work culture	13	21.7	22.0	22.0
	working hours	30	50.0	50.8	72.9
	job recognition	10	16.7	16.9	89.8
	Na	6	10.0	10.2	100.0
	Total	59	98.3	100.0	
Missing	System	1	1.7		
Total		60	100.0		

what areas of the company need the most improvement?

59 réponses



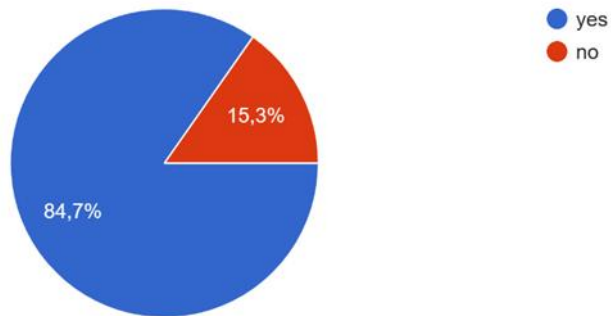
Working hours are to be improved for employees' benefits. According to the survey, 51% approximately said that working hours is the thing that need to be improved followed by the work culture.

11-FRIEND REFERRAL

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	50	83.3	84.7	84.7
	no	9	15.0	15.3	100.0
	Total	59	98.3	100.0	
Missing	System	1	1.7		
Total		60	100.0		

if your friends were looking for work , would refer them here ?

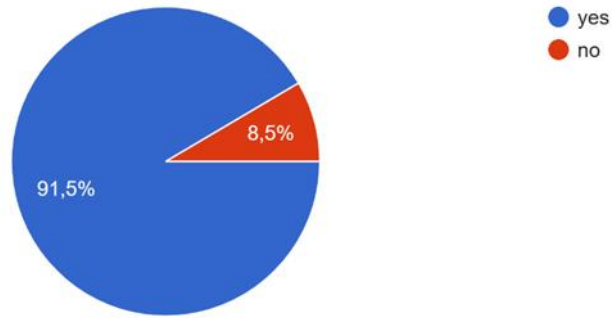
59 réponses



12-PROUDNESS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	54	90.0	91.5	91.5
	no	5	8.3	8.5	100.0
	Total	59	98.3	100.0	
Missing	System	1	1.7		
Total		60	100.0		

are you proud to be a part of this company?
59 réponses

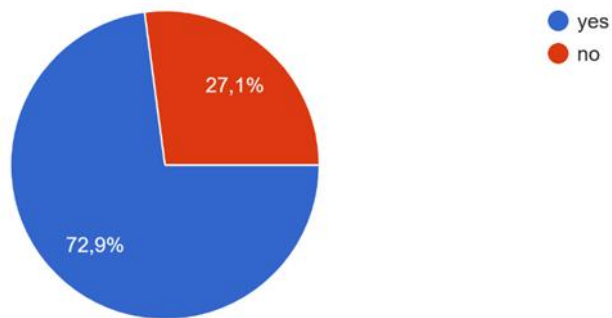


Approximately 92% of the respondents said that they are proud of this Organization. This can be related to the work culture, the management of employees et others reasons.

13-NEXT 2 YEARS STAY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	43	71.7	72.9	72.9
	no	16	26.7	27.1	100.0
	Total	59	98.3	100.0	
Missing	System	1	1.7		
Total		60	100.0		

do you see yourself working at LPU for the next 2 years ?
59 réponses



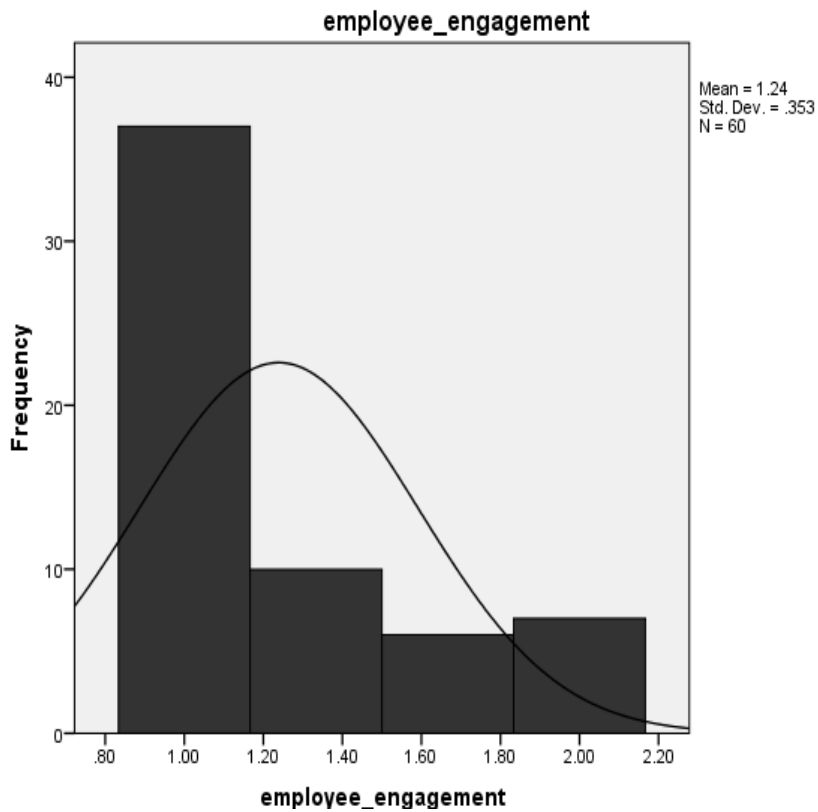
5. Data Analysis and Interpretation:

Table 1 : Reliability Analysis

Sr.	Variable Name	Alpha	No of Items
1	Employee Engagement	0.757	3
2	Employee Retention	0.734	4

Table 2: Descriptive Analysis

	Mean	Std. Deviation	Skewness	Kurtosis
Employee_retention	1.2	0.29401	1.633	1.839
Employee_engagement	1.2389	0.35304	1.219	0.068



Here in the graphs our data is normally distributed although it is not a perfectly bell shaped because our skewness value is 1.219 and 1.633 respectively ideally it should be between -1 to 1 but then to they are consider to be normally distributed because it matches the Kurtosis criteria of -3 to 3 and our Kurtosis value is 0.068 and 1.839 respectively

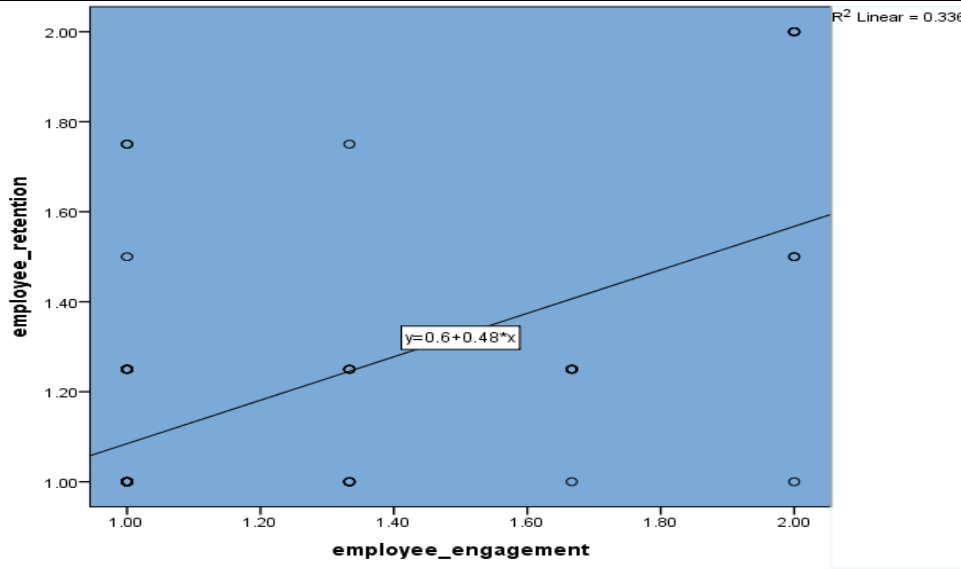
Table 3: Correlation

	Employee_Retention	Employee_Engagement
Employee_Retention	1	.580**
Employee Engagement	.580**	1

** Correlation is significant at the 0.01 level (2-tailed).

Table 4: Linear Regression

Hypothesis	Independent Variable	Dependent Variable	R2	F	β	t-test	sig
H1	Employee Engagement	Employee Retention	0.336	29.354	0.483	5.418	0



Here in our scatter diagram we can observe the positive linear regression as graph is positive and going upwards which is giving the hint of cause and effect relation between employee engagement and employee retention as one variable goes down another variable also gets impact with its effect and vice versa. As it is a positive relation so with the increase of one unit in the independent variable, dependent variable also eventually increases.

6. Result:

In employee engagement we computed 3 variables i.e work-life Balance, Growth Opportunities, and Recognition and we applied reliability analysis to employee engagement Cronbach’s alpha of that analysis was 0.757 and anything between 0.7-0.8 is considered to be accepted and below 0.5 is considered to be unaccepted and similarly for Employee Retention we had computed 4 variables i.e potential, prouidness, friend referral, and continuity and cronbach’s alpha of that analysis was 0.734. cronbach’s alpha gives internal consistency and reliability of the variables

Descriptive Statistics is used to describe our data and to check the normality of the data and mean of our both the variables is 1.2 and 1.23 respectively it is representing average of our data and standard deviation tells about deviation or fluctuation of the mean and Skewness and Kurtosis value tells about the leanness and peak of the data and ideally, kurtosis value should be near to 0 and even if it is between -3 to +3 it is considered to be a normally distributed

Correlation tells about the relationship between the 2 variables i.e one dependent and independent variable here Employee Engagement is our independent variable and Employee Retention is our dependent variable and as per our analysis it is showcasing that it is having a positive and moderate relationship between them I.e if employee engagement increase by 1 employee retention also increase by 0.580 and vice versa anything between 0.5 to 0.75 is considered to be moderate relationship and 1 is considered to be perfect correlation

Linear regression tells about cause and effect relation between one dependent and multiple independent variables and as per our model is concern we are checking cause and effect relationship between employee engagement and employee retention here employee engagement is independent variable and employee retention is our dependent variable and as per our analysis we had got R² has 0.336 which implies the variation or change in dependent variable with increase or decrease in independent variable so our model is explaining that if independent variable increase by 1 our dependent variable also increase by 0.336 and F value predicts the fitness of the regression model and we had got F-stat has 29.354 but the significance value should be 0 then only it is consider to be a valid model and we had got our significance value has 0 and β value predict or indicates the future or hypothetical value that is with the change in one unit in the independent variable dependent variable change β-times that is 0.483 and t-test has 5.418 and which is used to support or reject the null hypothesis and as per value is concerned it is accepting our alternative hypothesis and rejecting null hypothesis I.e employee engagement has a positive and moderate impact on employee retention

7. Conclusions

This is the capstone project aimed to showcase the cause and relationship between employee engagement and employee retention. We had conducted our study on the faculties of Lovely professional University to see how employee engagement activities are a driving force in retaining employees

We had conducted a detailed literature review on the topic and synopsis of the literature review is that Employee engagement is a psychological and emotional relation of an employee towards his work, organization and organization goal. It's important to note that employee engagement and employee satisfaction are two different terminologies a satisfied employee will not lend his extra time and effort towards his organization growth after his working hours but an engaged employee will contribute to organization growth even beyond his office time

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To perform regression and correlation we had used IBM SPSS as a statistical tool in analyzing the data. In spss we had performed Reliability Analysis, Descriptive Analysis, Correlation and linear regression

According to our project we had considered Employee Engagement as our independent variable and Employee Retention as our dependent variable and as per our analysis it is showcasing that it is having positive and moderate relationship between them i.e. if employee engagement increases then employee retention also increase and vice versa .

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