The Mediating effect of Employee engagement on Employee participation and Employee voice in selected manufacturing industries of Gwalior

Dr. Garima Mathur[*], Abhijeet Singh Chauhan[**]

[*] Associate professor, Prestige Institute of Management, Gwalior
[**] Student, Prestige Institute of Management, Gwalior

Abstract- The current research was conducted to identify the Mediating effect of Employee Engagement on Employee Participation & Employee voice. The data was collected using non probability purposive sampling technique. Data was collected from 200 respondents who were the employees of manufacturing industries. Cronbach's alpha reliability coefficient and principle component factor analysis with varimax rotation was applied to check the internal consistency. Confirmatory factor analysis was applied to confirm factors appeared through exploratory factor analysis. Structural equation modeling was applied to test the relationship between Employee Participation Employee Engagement and Employee voice as dependent variable and also to develop a model. The results indicated significant impact of Employee Participation on Employee Engagement and further Employee Engagement on Employee voice.

Index Terms- Employee participation, Employee Engagement, Employee voice

I. INTRODUCTION

Employee voice is the way by which employees speak their views on employment and organizational problems to their employers. It's the main way by which employees can persuade matters that have an effect on them. Voice implies that communication between management and employees is a two-way exchange that enables employees to express about what is happening in the organization. Employees can have voice openly, by giving management their views by themselves, or indirectly through legislative body.

Employee voice is about the employee's capability to have a say over work activities and decisions inside the organizations in which they work, despite of the institutional channel through which it operate whether through speak-up programmes, quality circles, team work, or collective negotiation (Marchington, 2008; Freeman *et al,* 2007)**.** Employee Participation is generally defined as a process in which influence is shared among individuals who are otherwise hierarchically unequal (Locke and Schweiger, 1979; Wagner, 1994). Robinson et al. (2004) explained employee engagement as "a positive attitude held by the employee towards the organization and its value.

II. EMPLOYEE PARTICIPATION

Marchington and Wilkinson (2005) stated that participation can be diversified into direct communication, upward problem-solving or agent participation. The first two of these are fundamentally direct and individually-focused, often operating through face-to-face connections between supervisors/first line managers and their staff. Some take the form of informal oral or verbal participation, at the same time as others are more expressive in the form of written information or suggestions. While on the other side, a review of studies by Handel and Levine (2004) suggests that participation can be used as an important tool for improving organizational outcomes if the efforts made for them very practical and sincere. Harrison and Freeman (2004) explained that additionally "these concepts are having their existence in even more elementary perceptions of free speech and expression and human self-esteem for which supporting opinion are often expressed in political, moral and religious terms" (Budd (2004). "The empirical evidence on the effects of participation for workers' welfare, however, is mixed". Boxall and Purcell (2008) stated that It is true that the concept of participation in the organizations in not new although it is having its existence for a very long time, in the today's context organizations are taking more interest in employee voice and participation and becoming a famous concept among the academics, practitioners and policymakers, not only for them but also for the employees it helped them to survive in the organization in a very legitimate way as the demands of the production department is increasing day by day and the employees have to mould themselves according to the organizational needs, with the emergence of these concepts employees became more open towards their concerns and issues and also give their contribution in the decision making process of the organization and along with that top management also gets the time to time feedback of the existing policies of the organization. Dundon and Gollan, (2007) also added in the literature that the employee voice and participation is a very significant concept in understanding the behavior of the employees, and he focuses on the effect of voice and participation procedures on the plans and strategy of the organization as due to the freedom of expression of employees the policy makers get valuable feedback as suggested by Boxall and Purcell (2008) which results in the amendments in the existing rules and regulations.

III. EMPLOYEE ENGAGEMENT

Salanova and Schaufeli (2008) stated that organizations should give some amount of academic support to their workforce as it will result in the engagement and this engagement will positively results in their higher productivity and overall job experience and satisfaction. Alfes, Truss, Soane, Rees and Gatenby (2009) also added to the concept in their research that our concern is not only about making the employees engaged and deriving the desired work from them but our concern is related with focusing on the antecedents of the employee voice and we found in our study that the various antecedents of the employee voice are positively correlated with each other and significantly effecting the employees engagement in the organization. While, Purcell, Kinnie, Hutchinson, Rayton and Swart (2003) stated the employees who always express their views in an open ways they don't keep their issues and concerns only with themselves but they try to express them and these employees are very positive and have a problem solving tendency and with the help of effective voice procedure organizations can get a good and effecting work done from the employees and leading to their work engagement. Saks (2006) argues that that the philosophy which says that for employees only way of repaying to organization is the engagement but here engagement is directly correlated with the resources available to them so we can't predict a higher employee engagement if there are no sufficient resources available in front of the organization. Additionally Schaufeli, Bakker and Salanova (2006) describe three interrelated dimensions of vigor, dedication and absorption as creating an internal state of engagement. Christian, Garza and Slaughter (2011) stated that employee engagement is a very significant and functional concept influencing the work perceptions and attitudes of the employees. Rousseau, Sitkin, Burt and Camerer (1998) stated "A higher level of trust in the employer will increase the assurance that they will fulfill their obligations in the future so that employees are more likely to be engaged with their job".

IV. EMPLOYEE VOICE

According to Levine and Tyson (1990) employee voice can take place either directly between employees and management (e.g. through employee involvement programs), or indirectly via worker representatives.

Doucouliagos (1995) and Levine and Tyson (1990) survey the extensive research on direct voice (participation) and find a positive (often small) effect on productivity, sometimes a zero or statistically insignificant effect, and almost never a negative effect.

Cotton et al. (1988) assert that employee direct voice is most effective in increasing employee satisfaction and performance when employees have a substantial amount of influence in decision-making, and when the participation program is direct, permanent, focused on work-related issues, and of substantial duration. Heller (1998) observed that 'high degrees of influence sharing are associated with a better quality and effectiveness of decisions and a significant reduction in the underutilization of people's experience and skills'.

V. OBJECTIVES OF THE STUDY

- To Re-standardize measures to evaluate Employee voice, Employee participation and Employee engagement.
- To find out the underlying factors of Employee participation, Employee engagement and Employee voice.
- To measure the Causal relationship between Employee Participation, Employee engagement and Employee voice.

VI. RESEARCH METHODOLOGY

The study was causal in nature. Data collection was based on survey method. The population included Employees from manufacturing industries of Gwalior region (Cadbury, Surya Roshini and Badri Vishal Agro). Individual Employees were the sampling element. Non probability purposive sampling technique was used to select the sample. The sample size was 200 Employees. Standardized scales of Botero, I. C., & Van Dyne, L. (2009) for Employee Voice, Muindi, F. K. (2011) for Employee Participation and Soane, E., Truss, C., Alfes, K., Shantz, A., Rees, C., & Gatenby, M. (2012) for Employee Engagement were used for conducting this research on a Likert scale of 5 points where 1 stands for strongly disagree and 5 stands for strongly agree. Reliability of all the constructs in the study (Employee Participation, Employee Engagement and Employee voice) was established through computation of Cronbach's Alpha reliability coefficient for each construct separately. Reliability values were 0.805 for Employee Participation, 0.728 for Employee Engagement and 0.735 for Employee Voice. The alpha values more than 0.7 are acceptable as stated by Nunnally (1978).

VII. ANALYSIS

Exploratory Factor Analysis (EFA) using Principle Components Analysis (PCA) as method of convergence and Kaiser as method of normalization was applied to identify underlying factors. Confirmatory factor analysis was applied using AMOS 18 to confirm the items of the factors of the variables in the questionnaire, Structural equation Modeling was applied using AMOS 18 to check effect of independent variable on dependent variable and to test the model.

Kaiser – Meyer – Olkin Measures of Sampling Adequacy and Bartlett's Test of Sphericity: The results are shown in the table

S.No.	Variable Name	KMO value	Bartlet's Test of Sphericity (Chi Square Value)	Significance Level
1.	Employee participation	0.847	469.843	0.000
2.	Employee engagement	0.776	317.029	0.000
3.	Employee voice	0.816	363.767	0.000

Kaiser – Meyer – Olkin Measures of Sampling Adequacy test was applied to check the adequacy of the sample in other words that data was normally distributed or not if the value of KMO lies between 0.5 to 1 then data is normally distributed from the table we can see that all the measures having the value greaten then the 0.5 hence the data is quite adequate to consider the data for factor analysis.

Bartlett's Test of Sphericity test was applied to check the null hypothesis that item- to- item correlation matrix was an identity matrix. The hypothesis was tested through Chi- Square test; the values of Chi- Square for Employee participation (469.843), Employee engagement (317.029), Employee voice (363.767), all are significant at 0% level of significance. Therefore, null hypothesis was rejected, indicating that the item-to- item correlation matrix is not an identity matrix and therefore data of all the measures were suitable for the factor analysis.

Factor Analysis: Principle component factor analysis with Varimax Rotation was applied to find out the underlying factors of the questionnaire. The factor analysis for Employee participation resulted in 2 factors, factor analysis for Employee engagement resulted in 2 factors, factor analysis for Employee voice resulted in 2 factors. The details about factors, the factor name, Eigen value, and items converged; factor lodgings and variance% are shown follows:

Employee Participation Items	Factor1	Factor2
My boss is available for me to discuss my concerns, worries or suggestions.	0.660	
The decisions in my department are made through consultation with members of the department	0.530	
I am given an opportunity to solve problems connected with my work.		0.754
If I want extra responsibility my boss will find a Way to give it to me		
I have regular meetings with my boss to discuss how I can improve and develop?		0.754
I am left to work without interference from my boss but help is available if I want it.	0.609	
I know what the company's aims and targets are		
The decisions in my department are made by those individuals in the department who charged with the task.	0.760	
My boss asks me politely to do things gives me reasons why, and invites my suggestions	0.693	
I call my boss and my boss's boss by their first name.		0.563
Eigen value	**2.712**	**2.145**
% of variance explained	**27.115**	**21.454**

Description of factors:
The scale was developed and extracted by Elizabeth. F. Cabrera (2011) and various factors were emerged namely Consultation, Delegation, Private or public status, Percentage of Employee unionized, Competition, Sector, Quality strategy, Service Strategy, Indirect participation, Organization Size,
In this study the data emerged in to two factors:

1. **Consultation:** This factor emerged as the first important determinant of the research with a total variance of 2.712 and Percentage of variance explained was 27.115.
2. **Delegation:** This factor emerged as the next important determinant of research with a total variance of 2.145 and percentage of variance explained was 21.454.

Employee Engagement Items	Factor 1	Factor 2
I focus hard on my work	0.538	
I concentrate on my work		0.718
I pay a lot of attention to my work		0.798
I share the same work values as my colleagues	0.527	
I share the same work goals as my colleagues		
I share the same work attitudes as my colleagues	0.660	
I feel positive about my work	0.770	
I am enthusiastic in my work	0.816	
Eigen value	2.370	1.794
% of variance explained	29.622	22.429

Description of factors:
The scale was developed and extracted by Emma Suane & Katie Truss (2012) and 3 factors were emerged namely Intellectual engagement, Social engagement, Affective engagement
In this study the same factors were emerged:

1. **Intellectual Engagement:** This factor emerged as the first important determinant of the research with a total variance of 2.712 and Percentage of variance explained was 27.115.
2. **Social and Affective Engagement:** This factor emerged as the next important determinant of research with a total variance of 2.145 and percentage of variance explained was 21.454.

Employee voice Items	Factor 1	Factor 2
I develop and make recommendations to my work supervisor concerning issues that affect my work.		0.724
I speak up and encourage others in my work unit to get involved in issues that affects our work.		0.754
I communicate my opinions about work issues to others in my work unit even if their opinions are different and they disagree with me.	0.547	
I keep well informed about issues at work where my opinions can be useful.	0.649	
I speak up to my supervisor with ideas for new projects or changes in procedures at work.	0.579	
I get involved in issues that affect the quality of life in my work unit.	0.639	
I Ask someone in the work group to pass my idea on to the boss	0.634	
I Send an e-mail, rather than talking face-to-face, to discuss my ideas.	0.704	
I Wait until i find a good chance to bring up my thoughts to the supervisor.	0.641	
Eigen value	2.370	1.794
% of variance explained	29.622	22.429

Description of factors:
The scale was developed and extracted by Masaki Matsunage (2014) and various factors were emerged namely Direct overture, Cautious disclosure, Waiting, Peer mediating Communication, Deniable, Computer mediated communication & Expression of thoughts and ideas.
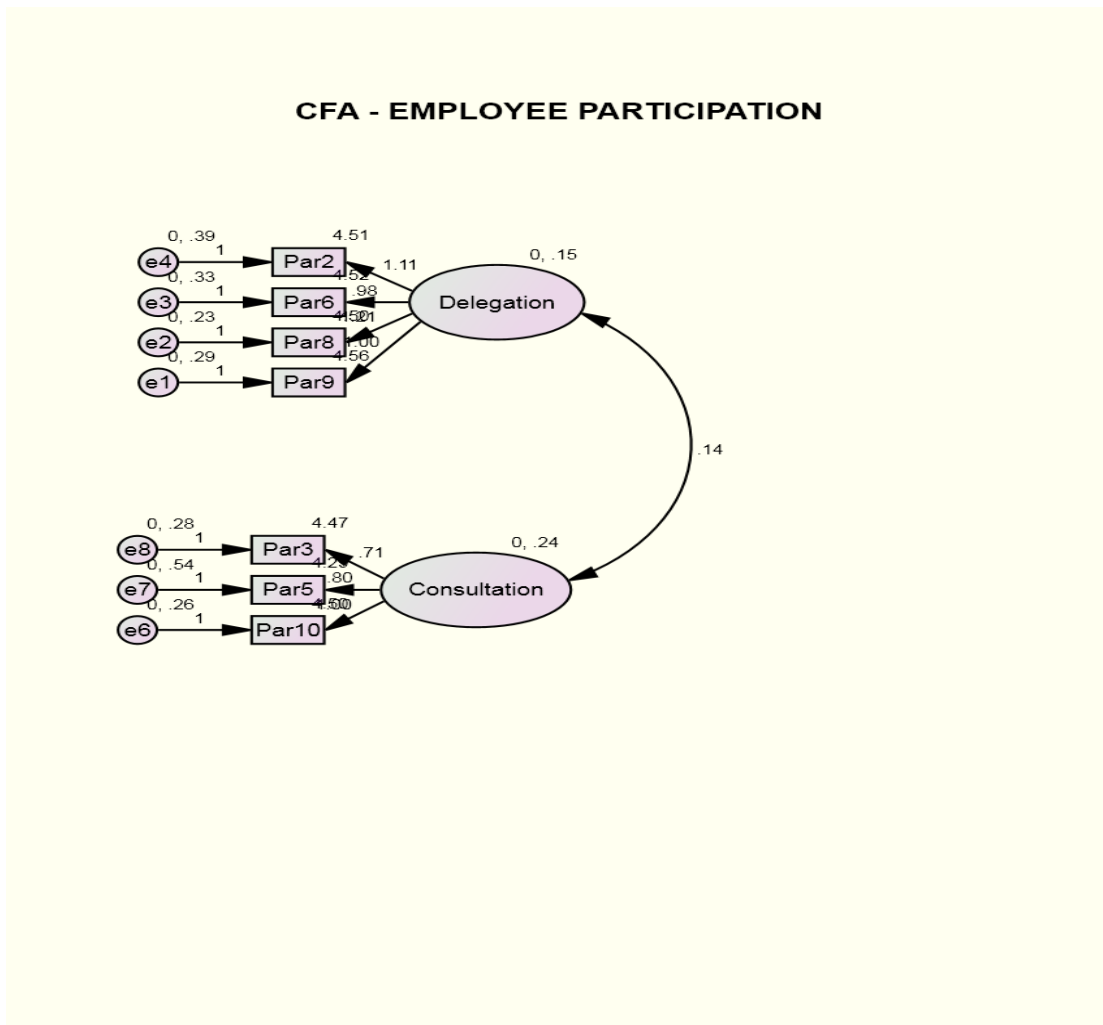In this study the data emerged into two factors:

1. **Direct overture:** This factor emerged as the first important determinant of the research with a total variance of 2.370 and Percentage of variance explained was 29.622.

2. **Expression of thoughts and ideas:** This factor emerged as the next important determinant of research with a total variance of 1.794 and percentage of variance explained was 22.429.

Confirmatory factor analysis
Confirmatory factor analysis of Employee participation (Figure – 1)

CFA - EMPLOYEE PARTICIPATION

After applying EFA on Employee Participation 2 factors of Employee Participation were identified Delegation (7 items) and Consultation (3 items). CFA was applied and to improve goodness fit some items were dropped from some of the factors.

The final composition of factors after CFA was – Delegation (4 items) and Consultation (3 items). Therefore the final measure of Employee Participation had seven items converged.

Criteria	χ^2	P	Df		Absolute fit measures			Incremental fit measures			Parsimony fit measures	
				χ^2/df	GFI	AGFI	RMSEA	NFI	CFI	TLI	PNFI	PCFI
	24.775	.025	13	1< χ^2/df<3 1.906	≥0.9 .968	≥0.9 .930	≤0.05 .067	≥0.9 .903	≥0.9 .949	≥0.9 .918	≥0.5 .559	≥0.5 .588

Note: χ^2=Chi square; df=degree of freedom; GFI = Goodness of fit index; RMSEA=Root mean square error of approximation; NFI = Normated fit index; AGFI = Adjusted Goodness of fit Index; CFI = Comparative fit index; TLI= Tucker – Lewis Index; PNFI=Parsimonious Normated fit Index; PCFI= Parsimonious Comparative fit Index

First of all goodness of fit indices were evaluated to test the model. Chi square value was found to be 24.775 significant at 0.025. Similarly the χ^2/df value was 1.906 which was falling between 1 and 3 indicating that the model was a good fit. The value of other goodness of fit indices such as GFI was 0.968 ≥ 0.9 as well as AGFI (.930) NFI (.903), CFI (.949), TLI (.918) were all above 0.9 as well as the parsimony values i.e. PNFI (.559) and PCFI (.588) were higher than 0.5 indicating a good fit.
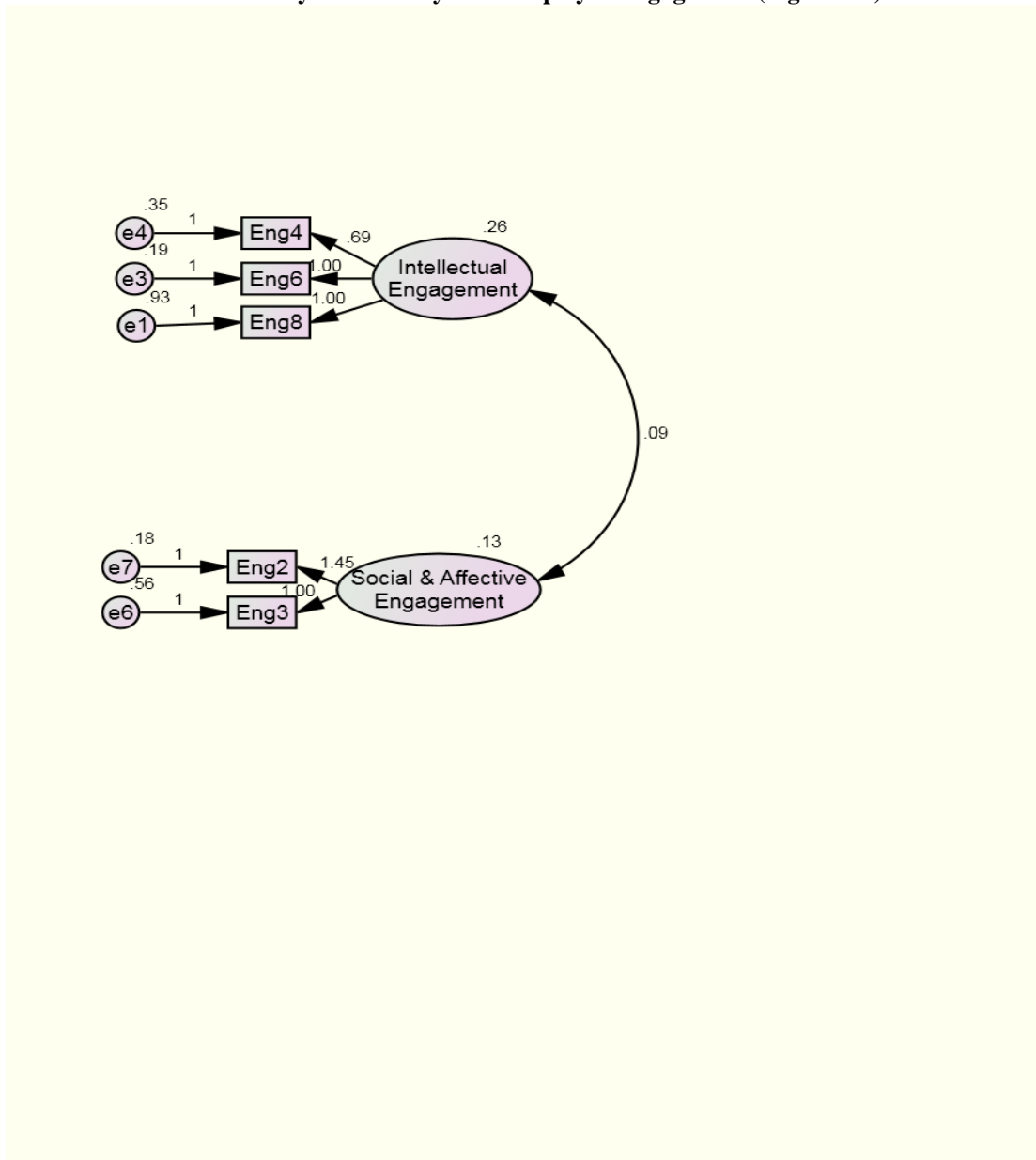
The badness of fit index RMSEA is .067 which needs to be lower than 0.5 but it is close to 0.5 indicating a good model fit.

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	180	223
Independence model	26	31

Hoelter test indicated that this model could have been achived with a sample size of 180 at 5% level of significance and 223 at 1% level of significance whereas the sample size of current study was 200 indicating a good fit of model to the data.

Confirmatory factor analysis of Employee Engagement (Figure – 2)

After applying EFA on Employee Engagement 2 factors of Employee Participation were identified Intellectual Engagement (5 items) and Social and Affective Engagement (2 items). CFA was applied and to improve goodness fit some items were dropped from some of the factors. The final composition of factors after CFA was – Delegation (3 items) and Consultation (2 items). Therefore the final measure of Employee Engagement had Five items converged.

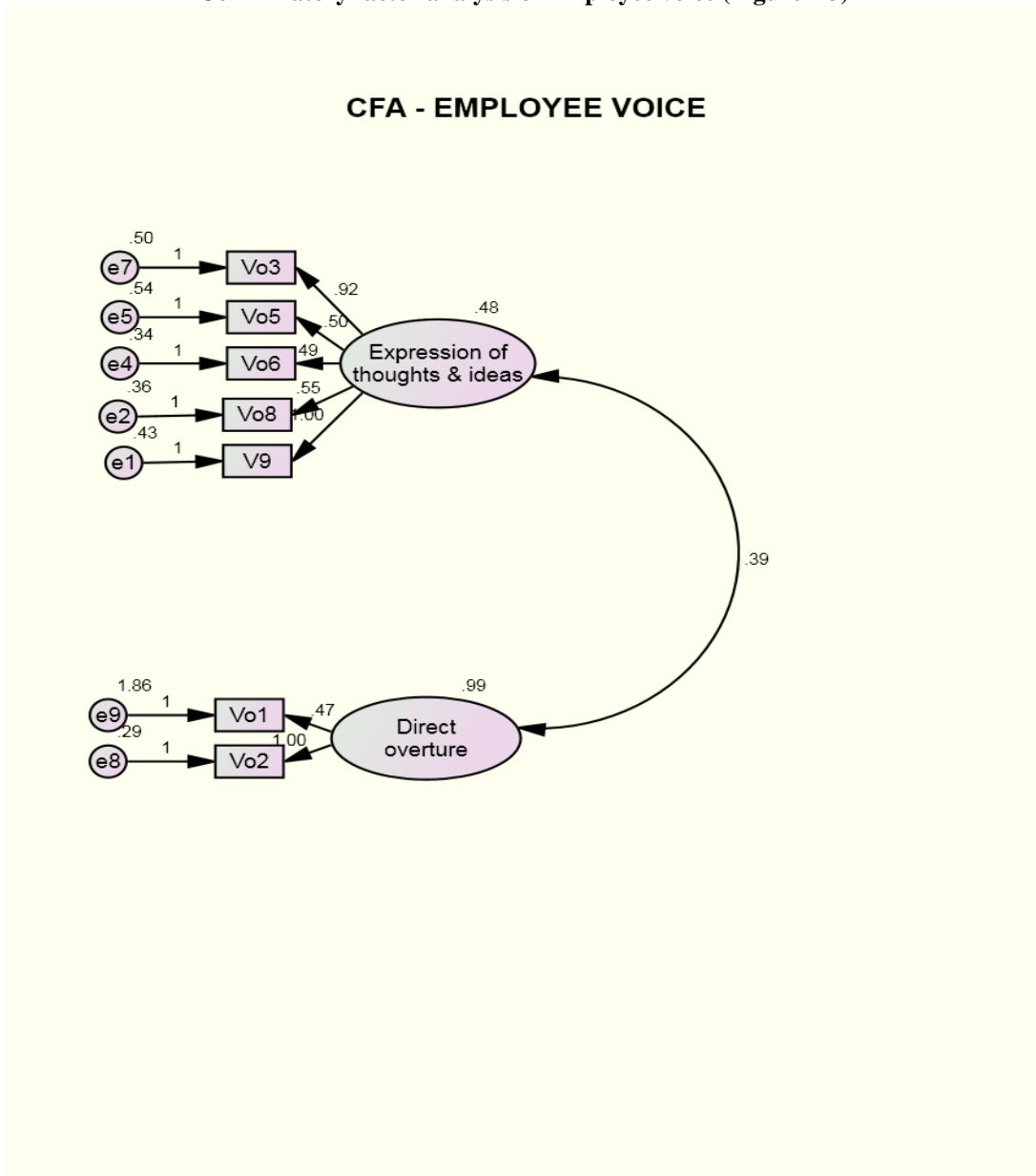| Criteria	χ^2	P	Df			Absolute fit measures			Incremental fit measures			Parsimony fit measures	
				χ^2/df	GFI	AGFI	RMSEA	NFI	CFI	TLI	PNFI	PCFI
	6.130	.190	4	$1< \chi^2/df<3$	≥0.9	≥0.9	≤0.05	≥0.9	≥0.9	≥0.9	≥0.5	≥0.5
				1.533	.988	.955	.052	.947	.980	.949	.579	.592
Note: χ^2=Chi square; df=degree of freedom; GFI = Goodness of fit index; RMSEA=Root mean square error of approximation; NFI = Normated fit index; AGFI = Adjusted Goodness of fit Index; CFI = Comparative fit index; TLI= Tucker – Lewis Index; PNFI=Parsimonious Normated fit Index; PCFI= Parsimonious Comparative fit Index												

First of all goodness of fit indices were evaluated to test the model. Chi square value was found to be 6.130 significant at 0.190. Similarly the χ^2/df value was 1.533 which was falling between 1 and 3 indicating that the model was a good fit. The value of other goodness of fit indices such as GFI was 0.988 ≥ 0.9 as well as AGFI (.955) NFI (.947), CFI (.980), TLI (.949) were all above 0.9 as well as the parsimony values i.e. PNFI (.579) and PCFI (.592) were higher than 0.5 indicating a good fit. The badness of fit index RMSEA is .052 which needs to be lower than 0.5 but it is very close to 0.5 indicating a good model fit.

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	309	432
Independence model	32	41

Hoelter test indicated that this model could have been achived with a sample size of 309 at 5% level of significance and 432 at 1% level of significance whereas the sample size of current study were 200 respondents.

Confirmatory factor analysis of Employee voice (Figure – 3)

After applying EFA on Employee voice 2 factors of Employee voice were identified Expression of thoughts and ideas (7 items) and Direct overture (2 items). CFA was applied and to improve goodness fit some items were dropped from some of the factors. The final composition of factors after CFA was – Expression of thoughts and ideas (5 items) and Direct overture (2 items). Therefore the final measure of Employee Engagement had Seven items converged.

Crit eria	χ^2	P	Df		Absolute measures		fit	Incremental measures		fit	Parsimony measures	fit
				χ^2/df	GFI	AGFI	RMSEA	NFI	CFI	TLI	PNFI	PCFI
	23.869	.032	13	1< χ^2/df<3 1.836	≥0.9 .968	≥0.9 .931	≤0.05 .065	≥0.9 .902	≥0.9 .951	≥0.9 .921	≥0.5 .558	≥0.5 .589

Note: χ^2=Chi square; df=degree of freedom; GFI = Goodness of fit index; RMSEA=Root mean square error of approximation; NFI = Normated fit index; AGFI = Adjusted Goodness of fit Index; CFI = Comparative fit index; TLI= Tucker – Lewis Index; PNFI=Parsimonious Normated fit Index; PCFI= Parsimonious Comparative fit Index

First of all goodness of fit indices were evaluated to test the model. Chi square value was found to be 23.869 significant at 0.032. Similarly the χ^2/df value was 1.836 which was falling between 1 and 3 indicating that the model was a good fit. The value of other goodness of fit indices such as GFI was 0. 968 ≥ 0.9 as well as AGFI (.931) NFI (.902), CFI (.951), TLI (.921) were all above 0.9 as well as the parsimony values i.e. PNFI (.558) and PCFI (.589) were higher than 0.5 indicating a good fit. The badness of fit index RMSEA is .065 which needs to be lower than 0.5 but it is close to 0.5 indicating a good model fit.

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	187	231
Independence model	27	32

Hoelter test indicated that this model could have been achived with a sample size of 187 at 5% level of significance and 231 at 1% level of significance whereas the sample size of current study was 200 indicating a good fit of model to the data.

VIII. STRUCTURAL EQUATION MODELLING

SEM Model Showing Employee Participation As Antecedent To Employee Voice And Employee Engagement As A Mediating Varable

Structural equation modeling was applied to test the model having Employee engagement and participation as independent variables and Employee voice as dependent variable. To fulfill the objective first impact of Employee participation on Employee engagement was calculated and then impact of Employee engagement was checked on Employee voice where Employee engagement was acting as a mediating variable.
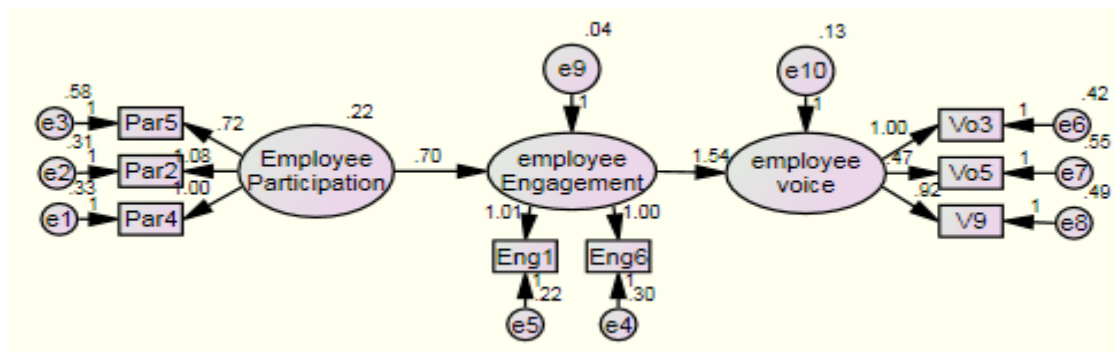

Fig.4. SEM Model showing relationship between variables

Initially model fit was evaluated based upon different criteria's such as: Chi Square was found to be 26.852 with a p-value of 0.082. The finding was also supported by value of CMIN/DF (1.492) which was between 1 & 2.   The other goodness of fit statistics also supports the overall goodness of fit, as the value of GFI was 0.968, NFI, CFI and TLI was .919, .971, .954 respectively all higher than 0.9. Parsimony values i.e. PNFI (.591) and PCFI (.624) higher than 0.5.The badness of fit index RMSEA value was also ≥ 0.05 i.e 0.050 indicating a good model fit.

Cri teri a	χ^2	P	Df		Absolute measures		fit	Incremental measures		fit	Parsimony measures	fit
				χ^2/df	GFI	AGFI	RMSEA	NFI	CFI	TLI	PNFI	PCFI
	26.852	.082	18	1< χ^2/df<3 1.492	≥0.9 .968	≥0.9 .937	≤0.05 .050	≥0.9 .919	≥0.9 .971	≥0.9 .954	≥0.5 .591	≥0.5 .624

Note: χ^2=Chi square; df=degree of freedom; GFI = Goodness of fit index; RMSEA=Root mean square error of approximation; NFI = Normated fit index; AGFI = Adjusted Goodness of fit Index; CFI = Comparative fit index; TLI= Tucker – Lewis Index; PNFI=Parsimonious Normated fit Index; PCFI= Parsimonious Comparative fit Index

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	214	258
Independence model	25	30

Hoelter test indicated that this model could have been achived with a sample size of 187 at 5% level of significance and 231 at 1% level of significance whereas the sample size of current study was 200 indicating a good fit of model to the data.

Regression Weights: (Group number 1 - Default model)

H01: There is no effect of Employee participation on Employee engagement

H02: There is no effect of Employee engagement on Employee voice

			Estimate	S.E.	C.R.	P	Results
Employee engagement	<---	Employee participation	.695	.134	5.175	***	Rejected
Employee voice	<---	Employee Engagement	1.544	.262	5.888	***	Rejected

The regression value between Employee participation as independent variable and Employee engagement as dependent variable was .695 as well as Employee engagement as independent variable and Employee voice as dependent variable was 1.544 both significant at p value of 0.000. Thus there was a significant cause and effect relationship between Employee participation and Employee engagement as well as between Employee engagement and Employee voice. Hence our hypothesis H01 and H02 are rejected.

The result of our study shows that Employee participation has a significant effect towards Employee engagement. Although a large number of studies have found strong causal effect of Employee participation and Employee engagement like **Benn, S., Teo, S. T., & Martin, A. (2015)** analyzed using path analysis, showed that participation in environmental initiatives is directly associated with higher levels of employee engagement with the organization. Supported by **Yoerger, M., Crowe, J., & Allen, J. A. (2015)** where they found a positive and significant effect of employee participation in decision making on the engagement levels of employees in the organization. Thus, there is evidence that Employee participation as antecedent of Employee engagement is well accepted.

Further, the results indicate that Employee engagement has a significant effect towards Employee voice. Although a large number of studies have found strong causal effect of Employee engagement and Employee voice including **Wong, C. A., Spence laschinger, H. K., & Cummings, G. G. (2010)** who have conducted their research on Authentic leadership and nurses' voice behavior and perceptions of care quality where they found that Authentic leadership significantly and positively influenced staff nurses' trust in their managers and work engagement which in turn predicted voice behavior having trust and employee engagement as mediating variables. In the study Employee engagement mediate variable between Employee participation and Employee voice. **Michel, E. J., Wayne, S. J., & Liao, C. (2015)** also found a positive relationship between engagement and employee voice and their findings suggests that engaged employees are more likely to speak up their issues and problems in the organization as supported by **Chris Rees, Kerstin Alfes & Mark Gatenby (2013).** Their study reported the links between employee voice behaviour directed towards the group and engagement, showing that the relationship between both variables is mediated by trust in senior management and to a lesser extent by the employee–line manager relationship. Thus, there is evidence that Employee engagement as antecedent of Employee voice is well accepted

IX. CONCLUSION

Employee voice is an important factor in studying participative management. From an organizational point of view, it would be in the company's best interest to engage a participative management program that includes several employee voice mechanisms. By influencing employee voice in the workplace through various methods, an organization can fulfill an moral and political need while also invigorating their bottom line by avoiding high exit and resignation rates. Employee voice takes many forms both individually and collectively and also verbally and non-verbally. The models that have been published seem to have relevant and historic value to the subject and many studies that have been conducted verify the theories. Additionally, the idea behind employee voice seems to be a timeless concept, as many of the publications throughout the past forty years have agreed with each other.

REFERENCES

[1] Dietz, G., Wilkinson, A. & Redman, T. (2009). Involvement and Participation. In Wilkinson, A., Bacon, N., Redman, T. & Snell, S. The Sage handbook of human resource management. London: Sage.

[2] Wilkinson, A., Dundon, T., Marchington, M. & Ackers, P. (2004). Changing patterns of employee voice: Case studies from the UK and Republic of Ireland. Journal of Industrial Relations, 46, 298-322

[3] Marchington, M. & Wilkinson. (2005). A. Direct participation and involvement. In S. Bach (Ed.), Managing Human Resources, 4th ed2. Oxford: Blackwell, 398-423.

[4] Handel, M.J. & Levine, D.I. (2004). Editors' introduction: The effects of new work practices on workers. Industrial Relations, 43, 1-43.

[5] Harrison, J.S. & Freeman, R.E. (2004). Democracy in and around organizations: Is organizational democracy worth the effort? Academy of Management Executive, 18, 49–53.

[6] Budd, J.W. Employment with a human face: Balancing efficiency, equity, and voice. Ithaca, NY: Cornell University Press, 2004.

[7] Boxall, P. & Purcell, J. Strategy and human resource management, 2nd Ed. New York: Palgrave Macmillan, 2008.

[8] Dundon, T. &Gollan, P.J. (2007). Re-conceptualizing voice in the non-union workplace. International Journal of Human Resource Management, 18, 1182-98.

[9] Christina Cregan and Michelle Brown (2014). The influence of union membership on workers. Economic and Industrial Democracy February 1, 35, 115-142

[10] Salanova, M. & Schaufeli, W.B. (2008). Job resources, engagement and proactive behaviour. International Journal of Human Resource Management, 19, 116-131.

[11] Bakker, A.B., and Xanthopoulou, D. (2009), The crossover of daily work engagement: Test of an actor–partner interdependence model, Journal of Applied Psychology, 94, 1562-1571

[12] Alfes, K., Truss, C., Soane, E.C., Rees, C., and Gatenby, M. (2010). Creating an Engaged Workforce, Wimbledon: CIPD.

[13] Purcell J, Kinnie N, Hutchinson S, Rayton B, Swart N (2003). Understanding the People and Performance Link: Unlocking the Black Box, Research Report, London: CIPD

[14] Saks A (2006), 'Antecedents and consequences of engagement', Journal of Managerial Psychology, 21(7), 600-619

[15] Schaufeli, W.B., Baker, A.A. & Salanova, M. (2006).Educational and Psychological Measurment. The measurement of work engagement with a short questionnaire. A Cross National Study. 66(4).

[16] Christian, M., Garza, A., & Slaughter, J. (2011). Work engagement: a quantitative review and test of its relations with task and contextual performance. Personnel Psychology, 64, 89-136.

AUTHORS

First Author – Dr. Garima Mathur, Associate professor, Prestige Institute of Management, Gwalior. Email: garimanmathur@gmail.com

Second Author – Abhijeet Singh Chauhan, Student, Prestige Institute of Management, Gwalior