



ISSN 1989-9572

DOI:10.47750/jett.2023.14.06.019

**THE INFLUENCE OF PERSONAL RESOURCES ON EMPLOYEE
ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE: A STUDY
OF PRIVATE UNIVERSITIES IN TELANGANA**

Dr. R. Hareesh¹
S. Madhuri,

Journal for Educators, Teachers and Trainers, Vol.14(6)
<https://jett.labosfor.com/>

Date of reception: 18 Sep 2023

Date of revision: 09 Oct 2023

Date of acceptance: 20 Nov 2023

Dr. R. Hareesh, S. Madhuri, (2023). THE INFLUENCE OF PERSONAL RESOURCES ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE: A STUDY OF PRIVATE UNIVERSITIES IN TELANGANA. Journal for Educators, Teachers and Trainers, Vol. 14(6). 185-196.



Journal for Educators, Teachers and Trainers, Vol. 14(6)

ISSN 1989 –9572

<https://jett.labosfor.com/>

THE INFLUENCE OF PERSONAL RESOURCES ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE: A STUDY OF PRIVATE UNIVERSITIES IN TELANGANA

Dr. R. Hareesh¹

Associate Professor

Dept of Business Management

Sree Chaitanya College of Engineering

Email: hareeshrebelli@gmail.com

S. Madhuri,

MSc (Statistics), MBA

Lecturer of Statistics

Shivani Degree College

Email: sudarshanammadhuri@gmail.com

ABSTRACT:

The current study explores three key constructs: Personal Resources (PR), Employee Engagement (EE), and Organizational Performance (OP). The primary aim of the research is to assess the levels of these variables and examine the relationships between them in private universities in Telangana. The study seeks to understand the factors that influence employee engagement and the impact of personal resources on both employee engagement and organizational performance. A total of 350 responses were collected from private university teachers in Telangana during the designated time frame, with 323 valid responses retained after excluding 27 due to incomplete information. The sample consisted of three groups of teachers: professors, associate professors, and assistant professors, categorized into primary and secondary levels. Convenience sampling and purposive sampling techniques were used to select participants from these private universities. Descriptive statistics and Z-scores were used to calculate the ranks of the variables, while Correlation Coefficient Analysis and Regression Analysis were employed to explore and estimate the relationships between the constructs. To assess the impact of Personal Resources on Employee Engagement and Organizational Performance, Multiple Linear Regression Analysis was conducted.

To ensure the relevance and accuracy of the questionnaires measuring PR, EE, and OP, minor adjustments were made in consultation with university experts, including professors and department heads, with a focus on aligning the study with the perspective of employee engagement.

Keywords: Employee Engagement, Personal Resources, Organizational Performance, Telangana Private University Teachers, Commitment, Working Hours, Roles and Responsibilities.

1. INTRODUCTION

The state Telngana consists of 5 private universities. All the universities are well versed with vast area, multiple disciplines, well equipped with tools & techniques and machines & labs, good infrastructures, properly designed course structures & course objectives and highly talented and skilled teachers and mentors. Private universities in Telangana are regulated under the UGC (Establishment and Maintenance of Standards in Private Universities) Regulations, 2021. UGC and other affiliated entities have made efforts to address the importance and growth of education sector by raising awareness, enhancing the quality of training and education at educational institutions, bettering the standard of living at rural, remote areas and so on. A career in the field of education and knowledge is unlike any other. According to the establishment and maintenance of standard in private universities dataset 2020 about sixty-five and sixty-nine per cent of teachers of private universities operate in a multicultural setting and different personal make ups. They come up with different creed and caste and had to conclude on a common knowledge sharing platform where the concept of engagement has given due importance. Managing personnel is made more difficult by the diversity problem and the severe staffing deficit. When discussing the management of people, employee involvement is crucial (Kumar and Pansari, 2016). Active workers care about their jobs and their company, and they are dedicated to doing a good job. Employees that are invested in the success of their business are more likely to go above and beyond their normal duties in order to achieve corporate goals, and can serve as a driving force in the (Khan, 1990). Even though India has been a key contributor to quality work and output production but since quality knowledge and time management era, last and four years have seen an extraordinary surge of 45.3% in the opportunities for Indian Education system. The relevance of gauging the dedication of university teachers is emphasized by predictions of hard work scarcity in the future and rising university education system. The purpose of this research is to investigate the links between university teachers' "engagement" and their dedication to their universities, as well as to pinpoint the factors that contribute to this phenomenon.

LITERATURE REVIEW

The study considers the extensive body of research related to key constructs such as personal resources, employee engagement, and organizational performance, which serve as both independent and dependent variables in the research. The author examines the effects and dynamics of these interconnected concepts. The analysis includes findings from various academic databases, such as Google Scholar, Research Gate, Emerald, Taylor & Francis, and Springer.

The literature review explores the theories behind these constructs, focusing on their interconnections and how they impact both employees and organizations. A thorough examination of each variable, along with its components, relationships, and outcomes, is conducted using a systematic evaluation approach.

Personal Resources

Personal resources, as defined in human resource management, refer to an individual's characteristics and potential that influence their daily work life and overall job satisfaction (Mauno et al., 2007). These personal resources include attributes such as skills, abilities, confidence, values, and other psychological traits. These factors play a significant role in an employee's ability to perform their job and thrive in their work environment.

Karatepe (2021) describes psychological capital (PsyCap) as a positive mental state characterized by confidence, self-worth, resilience, and optimism. This concept underscores how the workplace environment impacts employee performance, well-being, and the ability to overcome challenges, indicating a strong connection between personal resources and employee engagement (EE). Schaufeli and Bakker (2004) argue that job crafting, which involves employees proactively adjusting their roles,

interactions, and perceptions to better align with their skills, values, and goals, plays a crucial role in enhancing engagement and work outcomes. However, obstacles such as work-related issues can hinder employee happiness, performance, and productivity. Thus, understanding the role of job crafting in improving employee performance is important for this study.

Pierce & Rodgers (2004) suggest that psychosocial ownership, the sense of personal responsibility and commitment to one's work, team, or organization, can significantly influence an employee's enthusiasm, dedication, and work assertiveness. This work highlights the importance of understanding how personal ownership and organizational context influence job performance, providing a theoretical foundation for exploring these dynamics.

Finally, Ryan and Deci (2022) explain Self-Determination Theory (SDT), which emphasizes the need for autonomy, competence, and social connection in motivating employees. According to SDT, when employees feel competent and autonomous, their motivation, well-being, and performance are enhanced. SDT acts as a psychological framework that fosters engagement, growth, and the development of personal resources, which, in turn, influence employee behavior and performance.

Employee Engagement

According to E. Kaviya and S. Purushothaman (2020), the key factors influencing employee engagement include working conditions, managerial support, operational supervision, coworker relations, compensation, and recognition, all of which contribute to career development. Understanding employee satisfaction is crucial for enhancing engagement, as it involves motivating and retaining employees, ensuring they remain fully committed and dedicated to the organization.

P. Lakshmi Narayanamma et al. (2022) emphasize that employee engagement plays a dynamic role in organizations by fostering creativity, job satisfaction, and commitment, especially when employees understand their responsibilities and overcome job-related challenges. According to Priyashantha et al. (2023), the outcomes of employee engagement include improved attention, communication, and well-being, as well as increased awareness, collaboration, decision-making, corporate social responsibility (CSR) involvement, employee retention, and job satisfaction. These factors contribute to a positive workplace environment, fostering confidence, creativity, and organizational success.

Ting Yao and Preecha Methavasarakh (2023) argue that compensation, professional development, job fulfillment, and organizational commitment significantly influence employee engagement. They suggest that organizations should focus on enhancing job satisfaction by addressing key factors such as work-life balance, job flow, and responsibilities. A strong emphasis on career growth and development enables employees to see their potential, showcasing the industry's commitment to their progress.

Jindain and Gilitwala (2023) highlight the importance of managerial support, trust, and respect within the organization, which have a considerable impact on employee engagement and, consequently, on job performance. These factors are crucial in improving employee outcomes in a diverse and collaborative work environment. Therefore, the reviewed literature underlines the strong connection between employee engagement and performance, an important focus for this study.

Organizational Performance

(Andrews & George, 2006), stated that, Measured of strategy content are included in a multivariate model of inter authority variations in performance. The statistical results show that strategy content matters. Organizational performance is positively associated with a prospector stance and negatively with a reactor stance. Furthermore, local authorities that seek new markets for their services are more likely to perform well. These results suggest that measures of strategy content must be included in valid theoretical and empirical models of organizational performance in the public sector.

(Michael & Stephen, 1997), used a holistic, integrative and synergistic performance model is defined by inter-firm variables represented as economic rates of return for both economic and organizational factors. These variables are used to examine performance variance and their economic contribution to firm profitability. An extensive literature review has been conducted to discover the commonality of underlying constructs and themes within the research stream on organizational performance. An analysis of the data suggests that there exists a set of common variables to explain organizational performance

variance. Builds on the results of an earlier study that indicates organizational factors explain almost twice as much variance in profit rates as do economic factors.

(Arne & James, 1994), examined the relationships between indicators of high-performance work organizations that are available in the National Organizations Study, on one hand, and measures of organizational performance, on the other. The authors find that characteristics of high-performing work organizations tend to cluster together into a system of organizations. Moreover, the results indicate that human resource policies and practices often identified with high-performing organizations do, in fact, enhance organizational performance.

Research Gap

The literature review reveals a significant research gap regarding the outcomes of employee engagement studies, particularly the longitudinal and transactional approaches, which fail to explain why highly engaged employees sometimes exhibit poor performance and lack consistent outcomes. Despite numerous studies on employee engagement (EE), there remains an insufficient understanding of the inconsistencies in EE and its effects. Moreover, there is a lack of research exploring the relationship between personal resources, employee engagement, and organizational performance, particularly in the education sector and academic institutions. This gap represents a critical area for further investigation.

While previous studies have primarily focused on linking engagement investments to service-related challenges, the personal effects of job demand theory provide a limited framework for explaining employee engagement and its associated constructs. This suggests that engagement strategies should go beyond descriptive approaches, incorporating factors such as personal resources and organizational performance to better address the evolving needs of specific industries. This gap presents an opportunity for further research that could contribute to a deeper understanding of how personal resources and employee engagement impact organizational performance, particularly in the educational context.

Hypothesis of the study

1. There is a significant relationship between personal resources and employee engagement in the teachers of private universities in Telangana
2. There is a significant relationship between personal resources and organizational performance among private universities in Telangana
- 4 There is a significant relationship between employee engagement and organizational performance among private universities in Telangana
- 5 There is a positive and significant impact of personal resources on employee engagement and on organizational performance among private universities in Telangana.

Research Model

The study focuses on three key variables: Personal Resources (PR), Employee Engagement (EE), and Organizational Performance (OP).

- Personal Resources (PR) is considered the independent variable and includes dimensions such as self-efficacy, organizational-based self-esteem, and optimism. These personal resources represent the psychological traits and characteristics that influence an individual's ability to perform and thrive in their work environment.
- Employee Engagement (EE) is also treated as an independent variable, comprising dimensions like intellectual engagement, social engagement, and affective engagement. These dimensions reflect the emotional, cognitive, and social involvement of employees in their work roles.
- Organizational Performance (OP) is the dependent variable and is measured through dimensions like financial performance and non-financial performance. These aspects represent the overall effectiveness and success of the organization in both monetary and non-monetary terms.

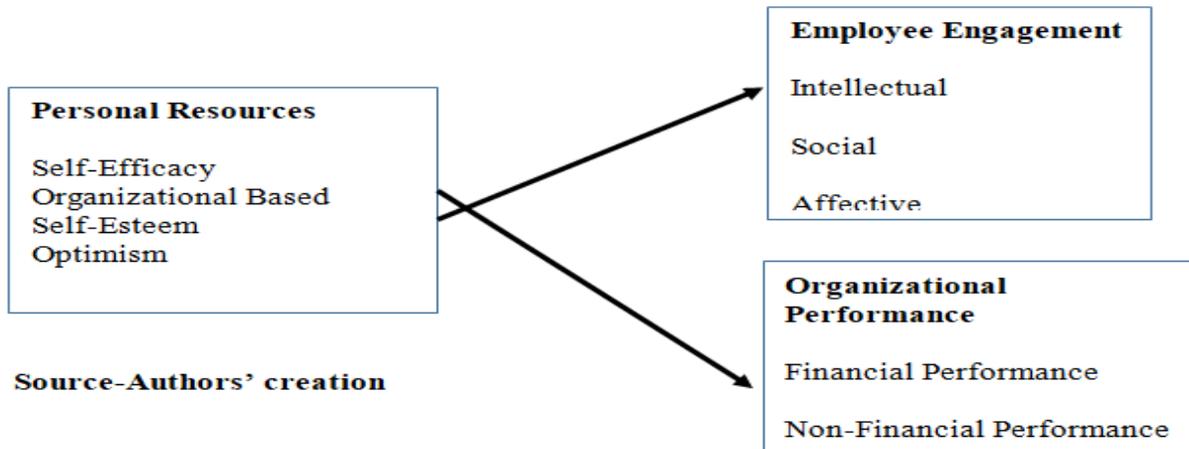
Research Process

1. Level of Variables: The study will first assess the level of each variable (PR, EE, and OP) to understand their current standing in the private universities in Telangana.
2. Relationship Between Variables: Next, the study will explore the relationships between the variables:
 - PR and EE (Personal Resources and Employee Engagement)

- PR and OP (Personal Resources and Organizational Performance)
- EE and OP (Employee Engagement and Organizational Performance)

These relationships will be examined through correlation analysis to understand the strength and nature of the associations between the variables.

3. Multiple Regression Analysis: A regression analysis will be conducted to explore the influence of Personal Resources (PR) on Employee Engagement (EE), and further on Organizational Performance (OP). This will help in understanding how personal resources can affect both employee engagement and organizational performance.



OBJECTIVES OF THE STUDY:

1. To determine the level of personal resources, employee engagement and organizational performance among private universities in Telangana
2. To determine the relationship between personal resources and employee engagement in the teachers of private universities in Telangana
3. To determine the relationship between personal resources and organizational performance among private universities in Telangana
- 4 To determine the relationship between employee engagement and organizational performance among private universities in Telangana
- 5 To determine the impact of personal resources on employee engagement and organizational performance among private universities in Telangana

RESEARCH DESIGN

Sample: A total of 350 responses were collected from private university teachers in Telangana within the designated time frame. After excluding 27 responses due to incomplete data, 323 valid responses were retained. The sample included three groups of teachers: assistant professors, associate professors, and professors, categorized into two levels:

- **Primary Level:** This includes assistant professors, who are primarily responsible for delivering lectures, teaching theoretical concepts, and implementing practical applications. Their main role is the dissemination of knowledge and knowledge sharing using various tools and technologies.
- **Secondary Level:** This level comprises associate professors and professors, who are primarily involved in planning, decision-making, research, and development. Their responsibilities include designing course structures, defining course objectives, and implementing academic strategies, policies, and procedures. Research and development are emphasized in this group.

To ensure accurate results, efforts were made to avoid the reuse of volunteers and to ensure that responses were not influenced. The final sample consisted of 323 viable responses: 110 assistant professors, 110 associate professors, and 103 professors.

Factor analysis was conducted using the engagement and dedication model, and the sample size was considered appropriate, as models using this method typically require five to ten respondents per variable.

This study aimed to explore the diversity within the faculty of private universities in Telangana, which ranks second in South India after Kerala in terms of the number of private universities offering quality education across various disciplines.

In conclusion, the sample population included all teachers in private universities currently serving as assistant professors, associate professors, and professors, offering a comprehensive representation of the academic staff.

RELIABILITY AND VALIDITY

For calculating reliability internal consistency is calculated by using Cronbach's alpha values. The Cronbach's alpha value for PR was 0.787, for measures measuring EE was 0.876 and for OP was 0.892 respectively. Validity of the data is calculated by Pearson correlation coefficient which delivered a desirable result indicating a reliable and valid questionnaire. This result is very trustworthy and must be considered for further analysis.

Table-1 Reliability Analysis

Reliability	Cronbach's alpha	No of items
Personal Resources	0.787	05
Employee Engagement	0.876	05
Organizational Performance	0.892	05

Source: Developed by the Author

DATA ANALYSIS

It is the procedure of methodical and important examination that comprises numerical and logical methodologies to define, demonstrate, recount, appraise and gauge the information used in the review. A sample of 323 teachers working in private universities in Telangana was adopted by the present exploration. The university teachers were grouped in three classes i.e., Assistant Professors, Associate Professors and Professors on whom personal resources, engagement and performance levels are studied. Initially the research is intended at determining the levels of the variables by using descriptive statistics. Next, it is aimed at finding out the correlations among the study constructs. Lastly the study delved with determining the impact of PR on EE and OP among private universities in Telangana using multiple regression analysis. The data structure was transferred to excel sheet for coding purpose and then data analysis were carried by SPSS. All statistical analysis in this study was performed in SPSS 21. The researchers used a regression analysis to measure the impact of employee interest in their business and their dedication to their work.

Table -2 Demographic Analysis

Demographics	Percentage (%)	Frequency/Activities
Age	21.3	25 and 35
	51.6	35 and 50
	27.3	50 above
Experience	37.9	2-5 years
	22.8	6-9 years
	39.3	>10 years
Activities performed	30	Planning and Decision Making
	20	Departmental planning and activities
	30	Course Structure and Objectives
	10	Result Analysis and Student Improvement,
	10	Training and placement
Professors	103	Research and Development
Associate Professors	110	Project Planning and academic Prospect
Assistant Professors	110	Class Work, Exam Duty, Knowledge and

		Information Sharing
Income	17.2	between \$2,000 and \$3,000
	22.2	between \$3,000 and \$4,000
	29.3	between \$4,001 and \$5,000
	30.1	more than \$5,000 per year

Source: Developed by the Author

Scores of Personal Resources, Employee Engagement and Organizational Performance

The employee engagement scores were calculated by adding the responses to all 25 questions. The scores ranged from 9 on the low end to 24 on the high end.

For personal resources (PR), the scores had a mean of 52.71 with a standard deviation of 16.85. Of the respondents, 27.8% (n = 90) reported a high level of personal resource usage, 46.5% (n = 150) showed a moderate usage, and 25.3% (n = 83) had a low level of personal resource usage. Regarding employee engagement, the mean score was 31.78, with a standard deviation of 12.45. The analysis of the 323 responses revealed that 19.8% (n = 64) of teachers were highly engaged, 57.8% (n = 187) were moderately engaged, and 22.2% (n = 72) were disengaged. This distribution was somewhat unexpected, as it deviated from Bhattacharya's study, which found a higher proportion of partially engaged teachers.

For organizational performance, the scores ranged from 15 to 25, with a mean of 51.87 and a standard deviation of 14.746. The findings revealed that 30.6% (n = 99) of respondents demonstrated a high level of organizational performance, 44.5% (n = 144) showed a moderate level, and 24.7% (n = 80) exhibited a low level of performance.

These results offer insights into the levels of personal resources, employee engagement, and organizational performance among teachers in private universities in Telangana, highlighting areas where improvements can be made to enhance teacher engagement and overall institutional performance.

Table-3 Mean, SD and Variance among study variables

	N	Mean	Standard Deviation	Variance	Skewness (Std Error)	Kurtosis (Std Error)
Personal Resource	323	52.71	16.85	56.79	-1.164 (.143)	1.413 (.129)
Employee Engagement	323	43.78	12.45	48.71	-1.335 (.143)	1.267 (.129)
Organisational Performance	323	51.87	14.74	54.06	-1.156(.143)	1.401(.129)

Table-4 Scores of Personal Resources, Engagement Levels and Organization Performance Details

Source: Developed by the Author

Personal Resources (N=323)			Employee Engagement(N=323)			Organizational Performance (N=323)		
N	Percentage (%)	Personal Resources level	N	Percentage (%)	Engagement level	N	Percentage (%)	Performance level
90	27.8	High use	64	19.8	Engaged	99	30.6	High
150	46.5	Moderately use	187	57.8	Moderately engaged	144	44.5	Medium
83	25.3	Low use	72	22.2	Disengaged	80	24.7	Low

Correlation Analysis:

Correlation analysis is intended to discover two significant inferences i.e., the magnitude and the kind of association. Present research includes three study constructs namely PR, EE and OP. It involves three

correlation relationships. Initially the relationship between PR and EE, second relationship between PR and OP and next the relationship between EE and OP among private universities in Telangana using SPSS latest version 26. Correlation Analysis was accomplished to identify substantial linear association in the middle of PR and EE, PR and OP&EE and OP. A very good correlation was found between among the study constructs like PR-EE, PR-OP and EE-OP indicating a significant p-value=0.00 for all the variables which is less than critical value presenting a significant and positive relationship in between PR,EE and OP.

Table-6 Correlation analysis between personal resources, employee engagement, and organisation performance

	Personal Resource (323)	Employee Engagement (323)	Organisational Performance (323)
Personal Resource (323)	1	.289**	.248**
Sig. (2-tailed)		0.00	0.00
Employee Engagement (323)		1	.321**
Sig. (2-tailed)			0.00
Organisational Performance (323)			1

Notes: ** 0.01 level,

Source: Developed by the Author

Multiple Regressions Analysis

Regression analysis is used to determine the impact of one variable on the other study variable. With this analysis it becomes clear how much change occurred in one variable responsible for unit change in the other variable. According to the results of a regression study, analysis indicates a significant and optimistic relationship in the study constructs like PR-EE, PR-OP and EE-OP. Multiple Regression is performed when there are more than two variables either independent or dependent. Results of the multiple regression displays a significant and standard relationship among the components of the research, and shows a positive substantial impact of PR on EE and OP with p-value=0.01, 0.02 and R=.241.

Table-6 Multiple Regression Analysis of Personal Resources, Employee Engagement and Organizational Performance

IV	DV	R	R ²	Adjusted R ²	Std Error of Estimate	Unstandardized B Co-efficient	Std. Error	Standardized B Co-efficient	t-value	p-value
PR (323)	OP (323)	.241	.015	.011	13.00	.220	.071	.076	1.365	0.01
EE (323)						.257	.093	.087	1.615	0.02

IV - Independent Variable, DV - Dependent Variable, PR-Personal Resource, EE – Employee Engagement, OP – Organization Performance

Source: Developed by the Author

RESULTS AND DISCUSSION

The results of this study provide valuable insights for university teachers working in private universities in Telangana, contributing to the broader development of the educational sector. It highlights the impact

of employee engagement and its relationship with organizational performance, emphasizing how personal resources (PR) can influence both engagement and performance outcomes.

KEY FINDINGS:

Personal Resources (PR) and Employee Engagement (EE):

The study demonstrates that Personal Resources play a crucial role in increasing Employee Engagement. Teachers with higher levels of PR, including qualities such as self-efficacy, optimism, and self-esteem, tend to engage more with their work, enhancing their contribution to the organization.

Impact of Engagement on Organizational Performance (OP):

The study shows that Employee Engagement has a significant impact on Organizational Performance, as engaged employees contribute positively to the academic and financial goals of the institution.

A positive and engaged workforce is associated with higher organizational performance, including better student outcomes, improved financial metrics (e.g., return on investment), and greater institutional reputation.

Descriptive Statistics and Correlation Analysis:

Descriptive statistics revealed the varying levels of personal resources, employee engagement, and organizational performance among the respondents (teachers).

The correlation analysis confirmed a strong positive relationship between all three constructs (PR, EE, OP), indicating that improvements in one area are likely to result in improvements in the others.

Multiple Regression Analysis:

Regression analysis revealed that Personal Resources have a positive impact on both Employee Engagement and Organizational Performance, stressing the importance of personal traits like self-efficacy and optimism for university teachers in achieving organizational goals.

Employee Engagement was found to be a critical factor in enhancing organizational performance, particularly in the context of education.

Importance of Engagement in Education:

The study underscores the necessity of fostering employee engagement within the education sector. Engaged teachers are more likely to contribute to improved student performance, institutional success, and long-term organizational goals such as reputation and financial growth.

The research also highlights the negative consequences of disengagement, such as deteriorating morale, job dissatisfaction, and lower performance.

Role of Organizational Support:

The study identifies that organizational support—including fair practices, opportunities for professional development, and a positive work environment—is key to fostering engagement and improving performance. Teachers who feel supported by management are more likely to be engaged and contribute positively to the institution's goals.

Challenges in the Educational Sector:

The findings indicate that the education sector faces challenges like tedious work processes, stressful work environments, and difficulties in time management that can lead to disengagement. These factors often prevent teachers from performing at their best and can lower organizational performance.

Teachers' sense of disengagement arises when they are unable to manage their tasks or feel disconnected from the institution, which negatively impacts both their well-being and the institution's performance.

CONCLUSION

The current review delivers a valuable contribution to the sympathetic of operative engagement and its relationship with personal resources and organizational performance. The study highpoints the prominence of worker engagement in today's rapidly changing work environment and its impact on the success of organizations. Findings indicate personal resources play a critical role in fostering engagement, which now back pointers to sophisticated performance and creativity among employees. Personal Resources are considerably and absolutely connected with enlarged heights of Organizational Performance determined from the exploration. Supplementary, it authenticated employee engagement connected as a positive bond by means of personal resources and organizational performance. Employee engagement intermediates the linkage between the two. Engagement levels in the Private universities in

Telangana should enhance to progress the stages to accomplish economic power and required productivity.

These limitations highlight the essentiality meant for supplementary research that fully comprehend complex nature of employee engagement and its impact on organizations. Nevertheless, present work delivers a basis for forthcoming studies in the direction of practical allegations for business corporations towards enhancing employee engagement and increases their success. Overall, the present study provides a conceptual framework for organizations to upsurge employee engagement over and done with the development of personal resources.

REFERNCES:

- Ahakwa, I., Yang, J., Agba Tackie, E., and Atingabili, S. 2021. “The Influence of Employee Engagement, Work Environment and Job Satisfaction on Organizational Commitment and Performance of Employees: A Sampling Weights in PLS path Modelling.” *SEISENSE Journal of Management*, 4(3), 34–62. <https://doi.org/10.33215/sjom.v4i3.641>.
- Akingbola, K., Rogers, S. E., and Intindola, M. 2022. “Employee Engagement: What’s the Deal? In Employee Engagement in Non-profit Organizations (pp. 1–36)” *Palgrave macmillion*. <https://doi.org/10.1007/978-3-031-08469-0>.
- Alam, J., Mendelson, M., Ibn Boamah, M. and Gauthier, M. (2023), "Exploring the antecedents of employee engagement", *International Journal of Organizational Analysis*, Vol. 31 No. 6, pp. 2017-2030. <https://doi.org/10.1108/IJOA-09-2020-2433>
- CIPD. (2018). *The meaning of work*. <https://www.cipd.co.uk/news-views/changing-work-views/future-work/thought-pieces/meaning-of-work>.
- Dr. P. Lakshmi Narayanamma, Dr. S. Neelima and K. Mounika (2022), Employee Engagement and Organizational Performance: A Literature Review, *Journal of Positive School Psychology* <http://journalppw.com> Vol. 6, No. 3, 3558–3563
- Dweck, C. S. (2017). The journey to children's mindsets—and beyond. *Child Development Perspectives*, 11(2), 139-144.
- Emmanuel Akanpaadgi & Felicia Binpimbu, 2021. "Employee Engagement and Organizational Performance," *Business, Management and Economics Research, Academic Research Publishing Group*, vol. 7(3), pages 93-100, 09-2021.
- Jindain, C. and Gilitwala, B. (2023), "The factors impacting the intermediating variable of employee engagement toward employee performance in a hybrid working model", *Rajagiri Management Journal*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/RAMJ-08-2023-0237>
- Kahn, W. (1990). Psychological conditions of personal engagement and disengagementat work. *Academy of Management Journal*, 33, 692–724.
- Andrews, R., & George, A. B. (2006, January 09). Strategy Content and Organizational Performance: An Empirical Analysis. *Public Administration Review* .
- Arne, I. K., & James, W. M. (1994). Human Resource Management and Organizational Performance. *American Behavioral Scientist* , 37 (7).
- Michael, H. M., & Stephen, J. T. (1997, August). Determinants of organizational performance. 36 (6), pp. 417-435.
- Khan, A. W. To be fully there: Psychological presence at work. *Human Relations*, 45, 321–349 (1992).
- Karatepe, O. M., Rezapouraghdam, H., & Hassannia, R. (2021). Does employee engagement mediate the influence of psychological contract breach on pro-environmental behaviors and intent to remain with the organization in the hotel industry? *Journal of Hospitality Marketing & Management*, 30(3), 326-353.
- Khusanova R, Kang S-W and Choi SB (2021) Work Engagement among Public Employees:Antecedents and Consequences. *Front. Psychol.* 12:684495. doi: 10.3389/fpsyg.2021.684495

- Kumar, V. and Pansari, A. (2016). Competitive Advantage through Engagement. *Journal of Marketing Research*, 53(4), pp.497–514.doi:<https://doi.org/10.1509/jmr.15.0044>.
- Locke, E.A., & Latham, G.P. (2006).New Directions in goal-setting Theory.*Current Directions in Psychological Science*, [online] 15(5), pp.265–268.doi:<https://doi.org/10.1111/j.1467-8721.2006.00449.x>.
- Macey, W. H., & Schneider, B. (2008).The meaning of employee engagement. *Industrial and Organizational Psychology*, 1, 3-30.
- Malik, P., & Garg, P. (2018).Psychometric testing of the resilience at work scale using Indian sample. *Vikalpa*, 43(2), 77-91.
- May, D.R., Gilson, R.L., and Harter, L.M. (2004).The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), pp.11–37.doi:<https://doi.org/10.1348/096317904322915892>.
- Mukaro, C.T., Deka, A. & Rukani, S. (2023), the influence of intellectual capital on organizational performance. *Futur Bus J* 9, 31 <https://doi.org/10.1186/s43093-023-00208-1>
- Mukherjee, S., Baral, M.M., Chittipaka, V., Nagariya, R. and Patel, B.S. (2024), "Achieving organizational performance by integrating industrial Internet of things in the SMEs: a developing country perspective", *The TQM Journal*, Vol. 36 No. 1, pp. 265-287. <https://doi.org/10.1108/TQM-07-2022-0221>
- Oyebanji, Olawale & Olawale, & Folorunsho, Idiat & Titilayo, & Dada, & Adeagbo, Kehinde & Rufus, & Adeniji, Oluyemisi & Deborah, & Olaleye, Zainab & Olanihun,. (2023). Organizational Performance: The Imperatives of Employee Engagement And Job Satisfaction. 24.