

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**UUM**  
Universiti Utara Malaysia

**SOFT HRM PRACTICES, ORGANIZATIONAL COMMITMENT, WORK-RELATED SUPPORT AND EMPLOYEE ENGAGEMENT IN BANGLADESH BANKING SECTOR**



**ALIMA AKTAR**

**UUM**  
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY**  
**UNIVERSITI UTARA MALAYSIA**

**March 2018**

**SOFT HRM PRACTICES, ORGANIZATIONAL COMMITMENT, WORK-RELATED SUPPORT AND EMPLOYEE ENGAGEMENT IN BANGLADESH BANKING SECTOR**



**UUM**  
By  
**ALIMA AKTAR**  
Universiti Utara Malaysia

**Thesis Submitted to  
School of Business Management,  
Universiti Utara Malaysia,  
in Fulfilment of the Requirement for the Degree of Doctor of Philosophy**

## ABSTRACT

Although employee engagement has got a great attention among the industry practitioners in recent times, it requires more considerations particularly in the academic literature. Due to the inconclusive results of previous studies on the antecedent factors of employee engagement, this study empirically investigate the relationship between HRM practices and employee engagement among the banking employees. This study also determines whether organizational commitment can act as a mediator on HRM practices-employee engagement linkage and work-related support (i.e. supervisor, co-worker and organizational) can moderate the relationship between organizational commitment and employee engagement. The research framework of this study is developed under the norms of social exchange theory (SET). Self-administered questionnaires are distributed to the banking employees who are working in Dhaka city in Bangladesh. A total of 383 banking employees are involved in this survey study confirming a response rate of 72%. This study utilizes the partial least squares structural equation modeling (PLS-SEM) to analyze and establish the reliability and validity of measurement model and to investigate the relationships of structural model. The findings of this study show that all the HRM practices namely career advancement, employee participation, job security, performance feedback, rewards & recognition, training & development are significantly and positively related to employee engagement. Furthermore, this study also found that organizational commitment partially mediates the relationship between HRM practices and employee engagement. In addition, results of this study show that work-related support namely supervisor support and organizational support can moderate the relationship between organizational commitment and employee engagement while co-worker cannot act as a moderator. This study further discusses the theoretical contribution and managerial implications for academics and professionals. The limitations of this study are also discussed and addressed with some valuable recommendations for further research directions.

**Keywords:** employee engagement, HRM practices, organizational commitment, work-related support, social exchange theory

## ABSTRAK

Walaupun keterikatan pekerja telah mendapat perhatian yang banyak dalam kalangan pengamalan industri masa kini, hal ini memerlukan lebih banyak pertimbangan terutama dalam kesusasteraan akademik. Disebabkan dapatan kajian lepas tentang faktor penyebab keterikatan pekerja yang belum muktamad, kajian ini menyiasat secara empirik hubungan antara amalan pengurusan sumber manusia dan keterikatan pekerja dalam kalangan pekerja bank. Kajian ini juga menentukan sama ada komitmen organisasi boleh bertindak sebagai pengantara dalam hubungan antara amalan pengurusan sumber manusia dan keterikatan pekerja; dan sokongan berkaitan kerja (penyelia, rakan sekerja dan organisasi) boleh menyerdehana hubungan antara komitmen organisasi dan keterikatan organisasi. Kerangka kerja kajian ini dibentuk berdasarkan teori pertukaran sosial (SET). Soalselidik dilaksana sendiri diedarkan kepada pekerja bank yang bekerja di Bandar Dhaka, Bangladesh. Sejumlah 383 pekerja bank terlibat dalam kajian ini, mengesahkan kadar respons 72%. Kajian ini menggunakan kaedah *partial least squares structural equation modeling* (PLS-SEM) untuk menganalisis dan menentukan kebolehpercayaan dan kesahan model pengukur dan menyiasat hubungan model struktur. Dapatan kajian menunjukkan bahawa semua amalan pengurusan sumber manusia, iaitu kemajuan kerjaya, penglibatan pekerja, jaminan pekerjaan, maklumbalas prestasi, ganjaran & pengiktirafan, latihan & pembangunan, mempunyai hubungan yang signifikan dan positif dengan keterikatan pekerja. Selain itu, kajian ini juga mendapati bahawa komitmen organisasi separa mengantara hubungan antara amalan sumber manusia dan keterikatan pekerja. Tambahan lagi, hasil dapatan kajian menunjukkan sokongan berkaitan kerja, iaitu sokongan penyelia dan organisasi boleh menyerdehana hubungan antara komitmen organisasi dan keterikatan pekerja, manakala sokongan rakan sekerja tidak bertindak sebagai penyederhana. Seterusnya kajian ini membincangkan sumbangan teori dan implikasi praktikal untuk akademik dan professional. Kekangan kajian juga dibincangkan dan ditangani dengan beberapa cadangan yang berharga berkaitan halatuju penyelidikan seterusnya.

**Kata kunci:** keterikatan pekerja, amalan pengurusan sumber manusia, komitmen organisasi, sokongan berkaitan kerja, teori pertukaran sosial

## ACKNOWLEDGEMENTS

This is my immense pleasure to acknowledge all those whose supports ultimately make it possible for me to complete this thesis. Firstly, I must admit the invaluable blessings of Almighty Allah which always gives me the strength to carry on this research journey. My heartfelt gratitude to my honorable supervisor Associate Professor Dr. Faizuniah Pangil for her continuous guidance and supervision. Her affectionate direction for this research was highly inspiring for me to improve the quality of this thesis continuously. I am really indebted to Dr. Pangil for her uncounted hours to review my works and providing me valuable insights for improving this thesis continuously. I could not but acknowledge her precise and smart approach of research supervision that was always conducive for me to understand the area of improvement in this research project. In fact, she has become one of my loveable academic personalities with her professional, responsible and effective approach of research supervision.

I would like to take this opportunity to convey my appreciation to all of my research colleagues and classmates for their valuable opinion on different critical issues of research and their moral support in my stressful moments. Last but not least, I am grateful to my family members specially to my parents for unconditional support and inspiration to continue my study and research work. It will be really injustice if I do not acknowledge my daughter Syed Suprova Mamun who has been sacrificing my affection since her age of six months that makes my research journey smoother.

## TABLE OF CONTENTS

TITLE PAGE .....	i
ABSTRACT .....	iii
ABSTRAK .....	iv
ACKNOWLEDGEMENTS .....	v
TABLE OF CONTENTS .....	vi
LIST OF TABLES .....	xii
LIST OF FIGURES .....	xiv
LIST OF ABBREVIATIONS .....	xv
CHAPTER ONE INTRODUCTION .....	1
1.1 Background of the Study .....	1
1.2 Banking Industry in Bangladesh .....	4
1.3 Problem Statement .....	6
1.4 Research Questions .....	16
1.5 Research Objectives .....	17
1.6 Scope of the Study .....	18
1.7 Significance of the Study .....	19
1.8 Definition of Key Terms .....	22
1.9 Organization of Thesis .....	23
CHAPTER TWO LITERATURE REVIEW .....	25

2.1	Introduction .....	25
2.2	Concept of Employee Engagement .....	25
2.2.1	Importance of Employee Engagement .....	33
2.2.2	Prior Studies Related to Antecedents of Employee Engagement .....	37
2.3	Underlying Theory .....	46
2.3.1	Social Exchange Theory (SET).....	46
2.4	Concept of Human Resource Management Practices .....	52
2.4.1	HRM practices and Employee Engagement .....	60
2.5	Organizational Commitment .....	70
2.5.1	Prior Studies Related to Organizational Commitment.....	75
2.5.2	Mediating role of Organizational Commitment.....	78
2.6	Work Related Support .....	83
2.6.1	Supervisor Support.....	85
2.6.2	Co-Worker Support.....	87
2.6.3	Organizational Support .....	90
2.6.4	The Moderating effect of Work Related Support (WRS).....	92
2.7	Summary of Hypothesis Development.....	94
2.8	Research Framework .....	97
2.9	Chapter Summary.....	99
CHAPTER THREE METHODOLOGY .....		100



3.1	Introduction .....	100
3.2	Philosophical position of the study .....	100
3.3	Research Design .....	103
3.4	Population and Sample .....	107
3.4.1	Population .....	107
3.4.2	Sample and Sample Size .....	109
3.4.3	Sampling Technique.....	113
3.5	Operational Definitions and Measurement of variables.....	118
3.5.1	Employee Engagement Measures .....	119
3.5.2	HRM practices Measures .....	120
3.5.3	Organizational Commitment Measures.....	124
3.5.4	Work Related Supports Measures .....	127
3.6	Questionnaire Design .....	129
3.7	Pre Test.....	131
3.8	Pilot Test.....	132
3.9	Data collection Procedures .....	133
3.10	Data Analysis .....	135
3.10.1	Descriptive Test .....	135
3.10.2	Smart PLS-SEM.....	136
3.11	Chapter Summary.....	138

CHAPTER FOUR DATA ANALYSIS AND FINDINGS.....	139
4.1 Introduction .....	139
4.2 Response Rate .....	139
4.3 Non-response Bias Test.....	141
4.4 Common Method Bias Test.....	143
4.5 Initial Data Examination, Screening and Preparation .....	144
4.5.1 Normality Test .....	145
4.5.2 Multicollinearity Test.....	150
4.6 Characteristics of respondents.....	153
4.7 Evaluation of PLS-SEM Results .....	155
4.7.1 The Measurement Model .....	156
4.7.1.1 Construct Validity .....	159
4.7.1.1.1 Content Validity.....	159
4.7.1.1.2 Convergent Validity .....	163
4.7.1.1.3 Discriminant Validity .....	167
4.7.1.1.4 Establishments of Second Order Constructs .....	171
4.7.2 Assessing the Significance of Structural (Inner) Path Model .....	172
4.7.2.1 The Structural Path Model of HRM Practices and Employee Engagement.....	173
4.7.2.2 Mediation Test .....	176

4.7.2.3 Moderation Test .....	182
4.7.2.4 Moderation Plots .....	187
4.8 The Prediction Quality of the Model.....	188
4.8.1 Coefficient of Determination ( $R^2$ ).....	189
4.8.2 Assessment of Effect Size ( $f^2$ ).....	190
4.8.3 Assessment of Predictive Relevance ( $Q^2$ ).....	192
4.8.4 Assessment of Goodness-of-Fit Index (GoF) .....	193
4.9 Summary of Study Hypotheses Testing .....	194
4.11 Chapter Summary.....	196
CHAPTER FIVE DISCUSSION AND CONCLUSION.....	197
5.1 Introduction .....	197
5.2 Synopsis of Research Findings.....	197
5.3 Discussions.....	199
5.3.1 Relationship between HRM practices and Employee Engagement.....	200
5.3.1.1 Career Advancement and Employee Engagement.....	201
5.3.1.2 Employee Participation and Employee Engagement .....	202
5.3.1.3 Job Security and Employee Engagement.....	203
5.3.1.4 Performance Feedback and Employee Engagement.....	204
5.3.1.5 Rewards & Recognition and Employee Engagement .....	205
5.3.1.6 Training & Development and Employee Engagement .....	206

5.3.2 Mediating Effect.....	208
5.3.2.1 Relationship between HRM Practices and Organizational Commitment.....	208
5.3.2.2 Relationship between Organizational Commitment and Employee Engagement .....	212
5.3.2.3 Mediating Effect of Organizational Commitment .....	213
5.3.3 Moderating Effects.....	215
5.3.3.1 Moderating Effect of Supervisor Support.....	215
5.3.3.2 Moderating Effect of Co-Worker Support .....	217
5.3.3.3 Moderating Effect of Organizational Support .....	218
5.4 Implications of the Study .....	219
5.4.1 Theoretical Contributions .....	219
5.4.2 Management Practices Implications .....	223
5.5 Limitations and Directions for Further Research .....	225
5.6 Conclusion.....	227
REFERENCES .....	230
APPENDICES .....	293
Appendix A The number of employees and branches located in the Dhaka city ....	293
Appendix B Sample Questionnaire .....	294
Appendix C Results of Common Method Bias using Harman’s (1976) single- factor test.....	300

## LIST OF TABLES

Table 3.1	The number of employees and branches located in the Dhaka city.....	293
Table 3.2	Major Commercial Areas in Dhaka City and No. of Branches of PCBs....	116
Table 3.3	Proportionate Sample Size Computation .....	118
Table 3.4	Employee engagement measures .....	119
Table 3.5	HRM practices measures .....	123
Table 3.6	Organizational commitment measures .....	125
Table 3.7	Work Related Support measures .....	128
Table 3.8	List of Research Variables .....	129
Table 3.9	Details of pilot study reliability (internal consistency) test .....	133
Table 4.1	Response Rate of the Study Samples .....	140
Table 4.2	Results of Independent Sample Test using Mann-Whitney–U-test .....	142
Table 4.3	Results of Common Method Bias using Harman’s (1976) single-factor test.....	300
Table 4.4	Constructs Coding .....	144
Table 4.5	Results of Normality Test (Skewness & Kurtosis) .....	146
Table 4.6	Results of Normality Test (Kolmogorov-Smirnov and Shapiro-Wilks Statistics) .....	148
Table 4.7	Correlation Matrix of Exogenous Variables .....	151

Table 4.8	Results of Multicollinearity of Exogenous Variables .....	152
Table 4.9	Respondents Profile .....	153
Table 4.10	Outer loadings, Composite Reliability (CR) and Average Variance Extracted (AVE) .....	161
Table 4.11	Loadings and cross loadings .....	164
Table 4.12	Results of Discriminant validity .....	168
Table 4.13	Heterotrait-Monotrait (HTMT) Ratio criterion values .....	170
Table 4.14	Establishing second order measurement model .....	172
Table 4.15	Results of direct relationships between HRM practices and employee engagement (Hypotheses testing) .....	174
Table 4.16	Results of structural path model of indirect effects .....	178
Table 4.17	Results of mediation test of organizational commitment .....	180
Table 4.18	Results of moderation test of supervisor support, co-worker support and organizational support .....	183
Table 4.19	Results of R <sup>2</sup> of Endogenous Variables .....	189
Table 4.20	Effect Size (f <sup>2</sup> ) of Endogenous of Latent Variables .....	192
Table 4.21	Results of Q <sup>2</sup> of Endogenous Variables .....	193
Table 4.22	Summary of Testing of Hypotheses .....	195

## LIST OF FIGURES

Figure 1.1	Employee engagement in Asia (in percent) .....	3
Figure 2.1	Research Framework .....	98
Figure 4.1	Two-stage process of evaluating PLS path modelling .....	156
Figure 4.2	Initial Research Model .....	158
Figure 4.3	PLS bootstrapping for HRM practices and employee engagement .....	175
Figure 4.4	PLS-SEM bootstrapping indirect relationship (mediating relationship) ...	181
Figure 4.5	PLS-SEM bootstrapping moderator (supervisor support) .....	184
Figure 4.6	PLS-SEM bootstrapping moderator (co-worker support) .....	185
Figure 4.7	PLS-SEM bootstrapping moderator (organizational support) .....	186
Figure 4.8	Visual Presentation of moderator effect (Supervisor support) .....	187
Figure 4.9	Visual Presentation of moderator effect (Organizational support) .....	188

## LIST OF ABBREVIATIONS

HRM	:	Human Resource Management
OC	:	Organizational Commitment
WRS	:	Work Related Support
SS	:	Supervisor Support
CWS	:	Co-Worker Support
OS	:	Perceived Organizational Support
BBS	:	Bangladesh Bureau of Statistics
CPD	:	Center for Policy Dialog
DSE	:	Dhaka Stock Exchange
DMA	:	Dhaka Metropolitan Area
SET	:	Social Exchange Theory
JD-R	:	Job-Demand Resource
PCBs	:	Private Commercial Banks
MBI	:	Maslach Burnout Index
PLS-SEM	:	Partial Least Square Structural Equation Modeling
AVE	:	Average Variance Extracted
HTMT	:	Heterotrait-Monotrait
HCM	:	Hierarchical Component Model



# CHAPTER ONE

## INTRODUCTION

The purpose of this chapter is to present the background of the study, research problem and research questions, objective and scope of the study, significant of the study, and definition of key terms related to this research. The chapter concludes with describing the organization of the thesis.

### 1.1 Background of the Study

As employees with higher engagement at works can contribute more in organizational success and competitiveness (Al Mehrzi & Singh, 2016; Gruman & Saks, 2011), organizations need to emphasize on higher level of employees' engagement (Ugaddan & Park, 2017; Tummers et al., 2016; Meng & Wu, 2015). In addition, an ample of prior studies observed the positive effect of employee engagement on organizational performance (Hansen, Byrne & Kiersch, 2014; Agarwal, 2014; Mohamed & Yeo, 2014; Menguc, Auh, Fisher & Haddad, 2013; Li, Sanders & Frenkel, 2012; Dalal, Baysinger, Brummel & LeBreton, 2012; Chughtai & Buckley, 2011; Rich, LePine, & Crawford, 2010; Saks, 2006), financial results (Demerouti & Cropanzano, 2010; Xanthopoulou et al., 2009), return on assets and profitability (Macey et al., 2009), employees' job performance (Mackay, Allen & Landis, 2016; Bakker & Bal, 2010) and customer satisfaction (Salanova et al., 2005). This is imperative, thus, for organizations to focus on

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- A. Agarwal, U. (2014). Examining the impact of social exchange relationships on innovative work behaviour: Role of work engagement. *Team Performance Management*, 20(3/4), 102-120.
- A. Agarwal, U. (2014). Linking justice, trust and innovative work behaviour to work engagement. *Personnel Review*, 43(1), 41-73.
- Aarabi, M. S., Subramaniam, I. D., & Akeel, A. B. A. A. B. (2013). Relationship between motivational factors and job performance of employees in Malaysian service industry. *Asian Social Science*, 9(9), 301-310
- Acuna, E., & Rodriguez, C. (2004). *A meta analysis study of outlier detection methods in classification*. Technical Paper, Department of Mathematics, University of Puerto Rico at Mayaguez.
- Afroj, S. (2012). Ongoing corporate human resource management practice in banking sector of Bangladesh. *Global Journal of Management and Business Research*, 12(2), 104-108.
- Agarwal, U. A., Datta, S., Blake-Beard, S., & Bhargava, S. (2012). Linking LMX, innovative work behaviour and turnover intentions: The mediating role of work engagement. *Career Development International*, 17(3), 208-230.
- Agarwala, T. (2003). Innovative human resource practices and organizational commitment: An empirical investigation. *International Journal of Human Resource Management*, 14(2), 175-197.
- Ahmad, S., & Schroeder, R. G. (2003). The impact of human resource management practices on operational performance: recognizing country and industry differences. *Journal of Operations Management*, 21(1), 19-43.
- Ahmad, M., & Allen, M. (2015). High performance HRM and establishment performance in Pakistan: an empirical analysis. *Employee Relations*, 37(5), 506-524.
- Ahmad, R., & Scott, N. (2015). Fringe benefits and organisational commitment: The case of Langkawi hotels. *Tourism Review*, 70(1), 13-23.
- Ahmed, S. (1999). The emerging measure of effectiveness for human resource management: An exploratory study with performance appraisal. *Journal of Management Development*, 18(6), 543-556.
- Ahmed, I., Nawaz, M. M., Ali, G., & Islam, T. (2015). Perceived organizational support and its outcomes: a meta-analysis of latest available literature. *Management Research Review*, 38(6), 627-639.
- Ahmed, I., & Nawaz, M. M. (2015). Antecedents and outcomes of perceived organizational support: a literature survey approach. *Journal of Management Development*, 34(7), 867-880.

- Akhtar, S., Ding, D. Z., & Ge, G. L. (2008). Strategic HRM practices and their impact on company performance in Chinese enterprises. *Human Resource Management*, 47(1), 15-32.
- Aktouf, O. (1992). Management and theories of organizations in the 1990s: Toward a critical radical humanism?. *Academy of Management Review*, 17(3), 407-431.
- Aladwan, K., Bhanugopan, R., & D'Netto, B. (2015). The effects of human resource management practices on employees' organisational commitment. *International Journal of Organizational Analysis*, 23(3), 472-492.
- Al Mehrzi, N., & Singh, S. K. (2016). Competing through employee engagement: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 831-843.
- Alnaqbi, W. (2011). The relationship between human resource practices and employee retention in public organisations: an exploratory study conducted in the United Arab Emirates. Retrieved from <http://ro.ecu.edu.au/theses/424>
- Aspal, P. K., & Malhotra, N. (2013). Performance appraisal of indian public sector banks. *World Journal of Social Sciences*, 3(3), 71-88.
- Aladwan, K., Bhanugopan, R., & D'Netto, B. (2015). The effects of human resource management practices on employees' organisational commitment. *International Journal of Organizational Analysis*, 23(3), 472-492.
- Alarcon, G. M., & Edwards, J. M. (2011). The relationship of engagement, job satisfaction and turnover intentions. *Stress and Health*, 27(3), e294-e298.
- Albrecht, S. L., & Andretta, M. (2011). The influence of empowering leadership, empowerment and engagement on affective commitment and turnover intentions in community health service workers: Test of a model. *Leadership in Health Services*, 24(3), 228-237.
- Albrecht, S. L. (2012). The influence of job, team and organizational level resources on employee well-being, engagement, commitment and extra-role performance: Test of a model. *International Journal of Manpower*, 33(7), 840-853.
- Albrecht, S. L. (2010). *Employee engagement: 10 key questions for research and practice*. The Handbook of Employee Engagement: Perspective, Issues, Research and Practice, 3-19.
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 7-35.
- Alderfer, C. P. (1972). *Existence, relatedness, and growth: Human needs in organizational settings*. New York, Free Press of Glencoe.

- Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013). The link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model. *The International Journal of Human Resource Management*, 24(2), 330-351.
- Ali, T., & Newaz, M. K. (2010). Factors Contributing to Job Stress of Private Bank Employees in Bangladesh. *East West Journal of Business and social Studies*, 1(1), 89-104.
- Alias, N., Noor, N., & Hassan, R. (2014). Examining the mediating effect of employee engagement on the relationship between talent management practices and employee retention in the Information and Technology (IT) organizations in Malaysia. *Journal of Human Resources Management and Labor Studies*, 2(2), 227-242.
- Allen, N. J., & Meyer, J. P. (1990). Organizational socialization tactics: A longitudinal analysis of links to newcomers' commitment and role orientation. *Academy of Management Journal*, 33(4), 847-858.
- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49(3), 252-276.
- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29(1), 99-118.
- Amin, M., Khairuzzaman Wan Ismail, W., Zaleha Abdul Rasid, S., & Daverson Andrew Selemani, R. (2014). The impact of human resource management practices on performance: Evidence from a Public University. *The TQM Journal*, 26(2), 125-142.
- Anderson, S. E., Coffey, B. S., & Byerly, R. T. (2002). Formal organizational initiatives and informal workplace practices: Links to work-family conflict and job-related outcomes. *Journal of Management*, 28(6), 787-810.
- Andrew, O. C., & Sofian, S. (2012). Individual factors and work outcomes of employee engagement. *Procedia-Social and Behavioral Sciences*, 40, 498-508.
- Ann Rowland, C., & David Hall, R. (2013). Perceived unfairness in appraisal: engagement and sustainable organizational performance. *EuroMed Journal of Business*, 8(3), 195-208.
- Arbuckle, K. (2008). Emotion and knowledge: Partners in library service. *Felicitier*, 54(5), 219-21.
- Armstrong, J. S., & Overton, T. S. (1977). Estimating nonresponse bias in mail surveys. *Journal of Marketing Research*, 14(3), 396-402.
- Armstrong, M. (1991). *A Handbook of Human Resource Management* (4th ed.). London:

Kogan Page.

- Arrowsmith, J., & Parker, J. (2013). The meaning of 'employee engagement' for the values and roles of the HRM function. *The International Journal of Human Resource Management*, 24(14), 2692-2712.
- Arthur, J. B. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academy of Management Journal*, 37(3), 670-687.
- Ary, D., Jacobs, L. C., & Razavieh, A. (1996). *Introduction to research in education*. Orlando, Florida: Holt, Rinehart and Winston.
- Ary, D., Jacobs, L. C., Razavieh, A., & Sorensen, C. (2009). *Introduction to research in education*: Wadsworth Pub Co.
- Asadullah, M. N. (2015, March 8). Is graduate unemployment rate really 47%? *The daily star*. Retrieved from <http://www.thedailystar.net/is-graduate-unemployment-rate-really-47-22302>
- Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, cause, and consequences of job insecurity: A theory-based measure and substantive test. *Academy of Management Journal*, 32(4), 803-829.
- Ashill, N. J., & Rod, M. (2011). Burnout processes in non-clinical health service encounters. *Journal of Business Research*, 64(10), 1116-1127.
- Azoury, A., Daou, L., & Sleiaty, F. (2013). Employee engagement in family and non-family firms. *International Strategic Management Review*, 1(1), 11-29.
- Babbie, E., & Benaquisto, L. (2002). *Fundamentals of social research (First Canadian ed.)*. Toronto, Canada: Nelson Thomson Canada.
- Babin, B. J., & Boles, J. S. (1996). The effects of perceived co-worker involvement and supervisor support on service provider role stress, performance and job satisfaction. *Journal of Retailing*, 72(1), 57-75.
- Bacharach, S. B., Bamberger, P., & Biron, M. (2010). Alcohol consumption and workplace absenteeism: the moderating effect of social support. *Journal of Applied Psychology*, 95(2), 334-348.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of The Academy of Marketing Science*, 16(1), 74-94.
- Baird, L., & Meshoulam, I. (1988). Managing two fits of strategic human resource management. *Academy of Management Review*, 13(1), 116-128.
- Bakker, A. B., Demerouti, E., Taris, T. W., Schaufeli, W. B., & Schreurs, P. J. (2003). A multigroup analysis of the Job Demands-Resources Model in four home care organizations. *International Journal of Stress Management*, 10(1), 16-18.

- Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. *Journal of Occupational Health Psychology, 10*(2), 170-180.
- Bakker, A. B., van Emmerik, H., & Euwema, M. C. (2006). Crossover of burnout and engagement in work teams. *Work and Occupations, 33*(4), 464-489.
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology, 99*(2), 274-284.
- Bakker, A. B., & Leiter, M. P. (2010). *Where to go from here: Integration and future research on work engagement. Work Engagement: A Handbook of Essential Theory and Research.* Psychology press, 181-196.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of managerial psychology, 22*(3), 309-328.
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International, 13*(3), 209-223.
- Bakker, A. B., & Bal, M. P. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology, 83*(1), 189-206.
- Bakker, A. B., & Schaufeli, W. B. (2008). Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior, 29*(2), 147-154.
- Bakker, A. B., Demerouti, E., & Lieke, L. (2012). Work engagement, performance, and active learning: The role of conscientiousness. *Journal of Vocational Behavior, 80*(2), 555-564.
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Key questions regarding work engagement. *European Journal of Work and Organizational Psychology, 20*(1), 4-28.
- Bal, P. M., Kooij, D. T., & De Jong, S. B. (2013). How do developmental and accommodative HRM enhance employee engagement and commitment? The role of psychological contract and SOC strategies. *Journal of Management Studies, 50*(4), 545-572.
- Bangladesh Bank. Scheduled Banks Statistics. Various Issues. (<https://www.bb.org.bd/>)
- Bangladesh Bureau of Statistics. Various issues statistical database. (<http://www.bbs.gov.bd/>)
- Barkhuizen, N., Rothmann, S., & Vijver, F. J. (2014). Burnout and work engagement of academics in higher education institutions: Effects of dispositional optimism. *Stress and Health, 30*(4), 322-332.

- Barkhuizen, N., Mogwera, P., & Schutte, N. (2014). Talent Management, Work Engagement and Service Quality Orientation of Support Staff in a Higher Education Institution. *Mediterranean Journal of Social Sciences*, 5(4), 69-77.
- Barling, J., & Kelloway, E. K. (1996). Job insecurity and health: The moderating role of workplace control. *Stress Medicine*, 12(4), 253-259.
- Barney, J. B., & Wright, P. M. (1997). *On becoming a strategic partner: The role of human resources in gaining competitive advantage*. Working paper series, Cornell University ILR School.
- Barnes, C. D., & Collier, E. J. (2013). Investigating work engagement in the service environment. *Journal of Services Marketing*, 27(6), 485-499.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Bartlett, K. R. (2001). The relationship between training and organizational commitment: A study in the health care field. *Human Resource Development Quarterly*, 12(4), 335-352.
- Bartlett, J. E. (2001). II, Kotrlik JW, & Higgins CC. *Organizational research: Determining Appropriate Sample Size in Survey Research. Inform Tech Learn Perform J*, 19(1), 43-50.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Bashir, N., & Long, C. S. (2015). The relationship between training and organizational commitment among academicians in Malaysia. *Journal of Management Development*, 34(10), 1227-1245.
- Bateman, T. S., & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. *Academy of Management Journal*, 27(1), 95-112.
- Bates, S. (2004). Getting engaged. *HR Magazine*, 49, 44-51.
- Batista, M., Feijo, A., & Silva, F. (2013). Quality management and employees' attitudes: an example from certified enterprises. *Management Research: The Journal of the Iberoamerican Academy of Management*, 11(3), 260-279.
- Baumruk, R. (2004). The missing link: the role of employee engagement in business success. *Workspan*, 47(11), 48-52.
- Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66(1), 32-40.



- Beeble, M. L., Bybee, D., Sullivan, C. M., & Adams, A. E. (2009). Main, mediating, and moderating effects of social support on the well-being of survivors of intimate partner violence across 2 years. *Journal of Consulting and Clinical Psychology, 77*(4), 718-729.
- Beehr, T. A., King, L. A., & King, D. W. (1990). Social support and occupational stress: Talking to supervisors. *Journal of Vocational Behavior, 36*(1), 61-81.
- Beehr, T. A., Jex, S. M., Stacy, B. A., & Murray, M. A. (2000). Work stressors and coworker support as predictors of individual strain and job performance. *Journal of Organizational Behavior, 21*(4), 391-405.
- Beehr, T. A., Bowling, N. A., & Bennett, M. M. (2010). Occupational stress and failures of social support: when helping hurts. *Journal of Occupational Health Psychology, 15*(1), 45-59.
- Beer, M., Spector, B., Lawrence, P. R., & Mills, D. Q. (1984). *Managing human assets: The groundbreaking Harvard business school program*. New York/London.
- Behr, A. L. (1988). *Empirical Research Methods for the Human Sciences: an introductory text for the students of education, psychology and the social sciences (2 edtn)*. Durban.
- Benn, S., Teo, S. T., & Martin, A. (2015). Employee participation and engagement in working for the environment. *Personnel Review, 44*(4), 492-510.
- Bergmann, T. J. (2001). *Compensation Decision Making*. Fort Worth, Scarpello.
- Bernardin, H. J., & Wiatrowski, M. (2013). *Performance appraisal*. Psychology and Policing, 257-289.
- Berscheid, E. (1985). *Interpersonal attraction*. Handbook of Social Psychology, 413-484.
- Bhagat, R. S., & Chassie, M. B. (1981). Determinants of organizational commitment in working women: Some implications for organizational integration. *Journal of Organizational Behavior, 2*(1), 17-30.
- Bhatnagar, J. (2014). Mediator analysis in the management of innovation in Indian knowledge workers: the role of perceived supervisor support, psychological contract, reward and recognition and turnover intention. *The International Journal of Human Resource Management, 25*(10), 1395-1416.
- Bhuyan, A. (2013). Performance Evaluation of the Bangladesh Economy during FY2012-13. *Thoughts on Economics, 23*(3), 1-39.
- Biggs, A., Brough, P., & Barbour, J. P. (2014). Strategic alignment with organizational priorities and work engagement: A multi-wave analysis. *Journal of Organizational Behavior, 35*(3), 301-317.

- Bindl, U. K., & Parker, S. K. (n.d.). Proactive work behavior: Forward-thinking and change-oriented action in organizations. *APA handbook of industrial and organizational psychology, Vol 2: Selecting and developing members for the organization*, 567-598.
- Biswas, S., & Bhatnagar, J. (2013). Mediator analysis of employee engagement: role of perceived organizational support, PO fit, organizational commitment and job satisfaction. *Vikalpa*, 38(1), 27-40.
- Biswas, S., Varma, A., & Ramaswami, A. (2013). Linking distributive and procedural justice to employee engagement through social exchange: a field study in India. *The International Journal of Human Resource Management*, 24(8), 1570-1587.
- Blaikie, N. (2007). *Approaches to social enquiry: Advancing knowledge*. Polity.
- Blancero, D., Johnson, S. A., & Lakshman, C. (1996). Psychological contracts and fairness: The effect of violations on customer service behavior. *Journal of Market-Focused Management*, 1(1), 49-63.
- Blau, P. M. (1964). *Exchange and power in social life*. Transaction Publishers.
- Blau, G. J., & Boal, K. B. (1987). Conceptualizing How Job Involvement and Organizational Commitment Affect Turnover and Absenteeism. *Academy of Management Review*, 12(2), 288-300.
- Blumberg, B., Cooper, D. R., & Schindler, P. S. (2008). *Business research methods (2nd European ed.)*. Berkshire.
- Boon, C., & Kalshoven, K. (2014). How High-Commitment HRM Relates to Engagement and Commitment: The Moderating Role of Task Proficiency. *Human Resource Management*, 53(3), 403-420.
- Boshoff, C., & Allen, J. (2000). The influence of selected antecedents on frontline staff's perceptions of service recovery performance. *International Journal of Service Industry Management*, 11(1), 63-90.
- Bourque, L., & Fielder, E. P. (2003). *How to conduct self-administered and mail surveys (Vol. 3)*. Sage.
- Bourne, M., Pavlov, A., Franco-Santos, M., Lucianetti, L., & Mura, M. (2013). Generating organisational performance: The contributing effects of performance measurement and human resource management practices. *International Journal of Operations & Production Management*, 33(11/12), 1599-1622.
- Bowen, D. E., & Ostroff, C. (2004). Understanding HRM–firm performance linkages: The role of the “strength” of the HRM system. *Academy of Management Review*, 29(2), 203-221.

- Bowling, N. A., & Eschleman, K. J. (2010). Employee personality as a moderator of the relationships between work stressors and counterproductive work behavior. *Journal of Occupational Health Psychology, 15*(1), 91-103.
- Boya, F. Ö., Demiral, Y., ErgÖr, A., Akvardar, Y., & Witte, H. D. (2008). Effects of Perceived Job Insecurity on Perceived Anxiety and Depression in Nurses. *Industrial Health, 46*(6), 613-619.
- Boxall, P., Ang, S. H., & Bartram, T. (2011). Analysing the 'black box' of HRM: Uncovering HR goals, mediators, and outcomes in a standardized service environment. *Journal of Management Studies, 48*(7), 1504-1532.
- Breevaart, K., Bakker, A., Hetland, J., Demerouti, E., Olsen, O. K., & Espevik, R. (2014). Daily transactional and transformational leadership and daily employee engagement. *Journal of Occupational and Organizational Psychology, 87*(1), 138-157.
- Britt, T. W., Adler, A. B., & Bartone, P. T. (2001). Deriving benefits from stressful events: the role of engagement in meaningful work and hardiness. *Journal of Occupational Health Psychology, 6*(1), 53-63.
- Brownell, A., & Shumaker, S. A. (1984). Social support: An introduction to a complex phenomenon. *Journal of Social Issues, 40*(4), 1-9.
- Brunetto, Y., Shriberg, A., Farr-Wharton, R., Shacklock, K., Newman, S., & Dienger, J. (2013). The importance of supervisor–nurse relationships, teamwork, wellbeing, affective commitment and retention of North American nurses. *Journal of Nursing Management, 21*(6), 827-837.
- Bryman, A. (2003). *Research methods and organization studies* (Vol. 20). Routledge.
- Budhwar, P. S., & Debrah, Y. A. (2004). *Human Resource Management in Developing Countries*. The SAGE Handbook of Human Resource Management, 393-406
- Buciuniene, I., & Kazlauskaitė, R. (2012). The linkage between HRM, CSR and performance outcomes. *Baltic Journal of Management, 7*(1), 5-24.
- Burke, P. J., & Reitzes, D. C. (1991). An identity theory approach to commitment. *Social Psychology Quarterly, 54*(3), 239-251.
- Burke, R. J., Koyuncu, M., Jing, W., & Fiksenbaum, L. (2009). Work engagement among hotel managers in Beijing, China: potential antecedents and consequences. *Tourism Review, 64*(3), 4-18.
- Burke, R. J., Moodie, S., Dolan, S. L., & Fiksenbaum, L. (2012). Job Demands, Social Support, Work Satisfaction and Psychological Well-Being Among Nurses in Spain. *SSRN Electronic Journal*. doi:10.2139/ssrn.2117051
- Butler, J.E., Ferris, G.R., & Napier, N.K. (1991). *Strategic human resources management*. Cincinnati, OH: South-Western Publishing Co.

- Caesens, G., Stinglhamber, F., & Luypaert, G. (2014). The impact of work engagement and workaholism on well-being: The role of work-related social support. *Career Development International*, 19(7), 813-835.
- Cameron, R. (1972). *Banking and Economic Development: some lesson of history*. Oxford University Press, Oxford.
- Cantarello, S., Filippini, R., & Nosella, A. (2012). Linking human resource management practices and customer satisfaction on product quality. *The International Journal of Human Resource Management*, 23(18), 3906-3924.
- Caplan, G. (1974). *Support systems and community mental health: lectures on concept development*. Behavioral Publications.
- Cappelli, P., & Singh, H. (1992). Integrating strategic human resources and strategic management. In Lewin D., Mitchell O. S., Sherer P. (Eds.), *Research frontiers in industrial relations and human resources*: 165–192. Madison, WI: Industrial Relations Research Association.
- Carson, R. C., Butcher, J. N., & Coleman, J. C. (1988). *Abnormal psychology and modern life*. Scott, Foresman & Co.
- Carson, D., Gilmore, A., Perry, C., & Gronhaug, K. (2001). *Qualitative marketing research*. Sage.
- Cassell, C., & Symon, G. (1994). *Qualitative research in work contexts*. Qualitative Methods in Organizational Research, 1-13.
- Cavana, R., Delahaye, B., & Sekaran, U. (2001). *Applied business research: Qualitative and quantitative methods*. New York: John Willey & Sons.
- Center for Policy Dialogue. (2013). Analytical Review of Bangladesh's Macroeconomic Performance. *A Review of Bangladesh's Development*, Center for Policy Dialogue, Dhaka: University Press Ltd.
- Chand, M., & Katou, A. A. (2007). The impact of HRM practices on organisational performance in the Indian hotel industry. *Employee Relations*, 29(6), 576-594.
- Chang, E. (2005). Employees' overall perception of HRM effectiveness. *Human Relations*, 58(4), 523-544.
- Chang, S., Gong, Y., Way, S. A., & Jia, L. (2013). Flexibility-oriented HRM systems, absorptive capacity, and market responsiveness and firm innovativeness. *Journal of Management*, 39(7), 1924-1951.
- Chang, K., Nguyen, B., Cheng, K. T., & Lee, I. (2016). HR practice, organisational commitment & citizenship behaviour: A study of primary school teachers in Taiwan. *Employee Relations*, 38(6), 907-926.

- Chaplin, W. F. (1991). The next generation of moderator research in personality psychology. *Journal of Personality*, 59(2), 143-178.
- Chauhan, R., Ghosh, P., Rai, A., & Kapoor, S. (2017). Improving transfer of training with transfer design: Does supervisor support moderate the relationship?. *Journal of Workplace Learning*, 29(4), 268-285.
- Chen, Z. J., Zhang, X., & Vogel, D. (2011). Exploring the Underlying Processes between conflict and knowledge sharing: A Work-Engagement Perspective. *Journal of Applied Social Psychology*, 41(5), 1005-1033.
- Chen, S. L. (2017). Cross-level effects of high-commitment work systems on work engagement: the mediating role of psychological capital. *Asia Pacific Journal of Human Resources*. doi:10.1111/1744-7941.12144
- Cheung, C., & Law, R. (1998). Hospitality service quality and the role of performance appraisal. *Managing Service Quality: An International Journal*, 8(6), 402-406.
- Cheung, M. F., & Wu, W. P. (2011). Participatory management and employee work outcomes: The moderating role of supervisor-subordinate guanxi. *Asia Pacific Journal of Human Resources*, 49(3), 344-364.
- Chew, I. K., & Sharma, B. (2005). The effects of culture and HRM practices on firm performance: Empirical evidence from Singapore. *International Journal of Manpower*, 26(6), 560-581.
- Churchill, G. A., & Iacobucci, D. (2010). *Marketing research: methodological foundations*.
- Cialdini, R. (2001). *Influence: Science and Practice (4th ed.)*. Allyn and Bacon, Boston, MA.
- CIPD (2006). *Human Capital Evaluation – Evolving the Data*. CIPD Human Capital Panel, CIPD, London.
- Chaudhary, R., Rangnekar, S., & Barua, M. K. (2012). HRD climate, occupational self-efficacy and work engagement: A study from India. *The Psychologist-Manager Journal*, 15(2), 86-105.
- Chiaburu, D. S., & Harrison, D. A. (2008). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance. *Journal of Applied Psychology*, 93(5), 1082-1103.
- Chiu, S. F., Yeh, S. P., & Huang, T. C. (2015). Role stressors and employee deviance: The moderating effect of social support. *Personnel Review*, 44(2), 308-324.
- Cho, S., & Johanson, M. M. (2008). Organizational Citizenship Behavior and Employee Performance: A Moderating Effect of Work Status in Restaurant Employees. *Journal of Hospitality & Tourism Research*, 32(3), 307-326

- Coakes, S. J., Steed, L., & Ong, C. (Eds.). (2010). *SPSS: Analysis without anguish: version 17for windows*. Australia: John Wiley & Sons.
- Choi, M. K. (2006). Development of internal branding performance measure and analysis on the difference of internal branding performances between local and international hotels. *Korean Journal of Community Nutrition, 11*(1), 116-123.
- Choi, J. H., & Lee, K. P. (2013). Effects of employees' perceptions on the relationship between HR practices and firm performance for Korean firms. *Personnel Review, 42*(5), 573-594.
- Chong, V. K., & Law, M. B. (2016). The effect of a budget-based incentive compensation scheme on job performance: The mediating role of trust-in-supervisor and organizational commitment. *Journal of Accounting & Organizational Change, 12*(4), 590-613.
- Chughtai, A. A., & Buckley, F. (2011). Work engagement: antecedents, the mediating role of learning goal orientation and job performance. *Career Development International, 16*(7), 684-705.
- Chebat, J. C., Gelinias-Chebat, C., Hombourger, S., & Woodside, A. G. (2003). Testing consumers' motivation and linguistic ability as moderators of advertising readability. *Psychology & Marketing, 20*(7), 599-624.
- Chen, C. F., & Kao, Y. L. (2012). Investigating the antecedents and consequences of burnout and isolation among flight attendants. *Tourism Management, 33*(4), 868-874.
- Chen, C. F., & Kao, Y. L. (2014). Investigating the moderating effects of service climate on personality, motivation, social support, and performance among flight attendants. *Tourism Management, 44*, 58-66.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern Methods for Business Research, 295*(2), 295-336.
- Chin, W. W., Marcolin, B. L., & Newsted, P. R. (2003). A partial least squares latent variable modeling approach for measuring interaction effects: Results from a Monte Carlo simulation study and an electronic-mail emotion/adoption study. *Information Systems Research, 14*(2), 189-217.
- Chirumbolo, A., & Hellgren, J. (2003). Individual and organizational consequences of job insecurity: A European study. *Economic and Industrial Democracy, 24*(2), 217-240.
- Chirumbolo, A., & Areni, A. (2005). The influence of job insecurity on job performance and absenteeism: The moderating effects of work attitudes. *SA Journal of Industrial Psychology, 31*(4), 65-71.

- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology, 64*(1), 89-136.
- Chuang, C. H., & Liao, H. U. I. (2010). Strategic human resource management in service context: Taking care of business by taking care of employees and customers. *Personnel Psychology, 63*(1), 153-196.
- Chughtai, A. A., & Buckley, F. (2011). Work engagement: antecedents, the mediating role of learning goal orientation and job performance. *Career Development International, 16*(7), 684-705.
- Clark, L. A., & Watson, D. (1995). Constructing validity: Basic issues in objective scale development. *Psychological Assessment, 7*(3), 309-319.
- Colbert, A. E., Mount, M. K., Harter, J. K., Witt, L. A., & Barrick, M. R. (2004). Interactive effects of personality and perceptions of the work situation on workplace deviance. *Journal of Applied Psychology, 89*(4), 599-609.
- Cohen, S., & Wills, T. A. (1985). Stress, social support, and the buffering hypothesis. *Psychological Bulletin, 98*(2), 310-357.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences (2 ed.)*. Hillsdale, New Jersey: Lawrence Erlbaum Associates, Inc
- Cohen, J. (1992). Statistical power analysis. *Current Directions in Psychological Science, 98*-101.
- Cohen, A. (2003). *Multiple commitments in the workplace: An integrative approach*. Psychology Press.
- Cohen, L., Manion, L., & Morrison, K. (2011). *Research methods in education*. London: Routledge.
- Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2013). *Applied multiple regression/correlation analysis for the behavioral sciences*. Routledge.
- Cole, M. S., Schaninger, W. S., & Harris, S. G. (2002). The workplace social exchange network a multilevel, conceptual examination. *Group & Organization Management, 27*(1), 142-167.
- Collini, S. A., Guidroz, A. M., & Perez, L. M. (2013). Turnover in health care: the mediating effects of employee engagement. *Journal of Nursing Management, 23*(2), 169-178.
- Collins, C. J., & Clark, K. D. (2003). Strategic human resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organizational competitive advantage. *Academy of Management Journal, 46*(6), 740-751.

- Conner, J., & Ulrich, D. (1996). Human resource roles: Creating value, not rhetoric. *People and Strategy*, 19(3), 38.(NOT FOUND)
- Constantine, M. G. (2001). Predictors of observer ratings of multicultural counseling competence in Black, Latino, and White American trainees. *Journal of Counseling Psychology*, 48(4), 456-462.
- Cooke, F. L., Cooper, B., Bartram, T., Wang, J., & Mei, H. (2016). Mapping the relationships between high-performance work systems, employee resilience and engagement: a study of the banking industry in China. *The International Journal of Human Resource Management*, 1-22. doi:10.1080/09585192.2015.1137618
- Cooper, D. R., & Schindler, P. S. (2003). *Business research methods (8 th edn.)*. McGrawHill: New York.
- Cooper, D., & Schindler, P. (2008). International Edition: Business Research Methods. New Delhi; MacGraw-Hill. *Bulletin. District Development Report,(2007). Ministry of Planning, Murang'a District, Kenya government District Development reports issue Bulletin.*
- Correia, M. F., e Cunha, R. C., & Scholten, M. (2013). Impact of M&As on organizational performance: The moderating role of HRM centrality. *European Management Journal*, 31(4), 323-332.
- Coyle-Shapiro, J. A., & Conway, N. (2005). Exchange relationships: examining psychological contracts and perceived organizational support. *Journal of Applied Psychology*, 90(4), 774-781.
- Crabtree, S. (2005). Engagement keeps the doctor away. *Gallup Management Journal*, 13, 1-4. Retrieved November 12, 2016, from <http://gmj.gallup.com/content/14500/Engagement-Keeps-Doctor-Away.aspx>
- Crawford, E. R., LePine, J. A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: a theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 95(5), 834-848.
- Cropanzano, R., & Wright, T. A. (2001). When a "happy" worker is really a "productive" worker: A review and further refinement of the happy-productive worker thesis. *Consulting Psychology Journal: Practice and Research*, 53(3), 182-199.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- Crow, G., & Wiles, R. (2008). *Managing anonymity and confidentiality in social research: the case of visual data in Community research*. NCRM Working Paper available from <http://eprints.ncrm.ac.uk/>
- Currall, S. C., Towler, A. J., Judge, T. A., & Kohn, L. (2005). Pay satisfaction and organizational outcomes. *Personnel Psychology*, 58(3), 613-640.



- Czarnowsky, M. (2008). *Learning's role in employee engagement: An ASTD research study*. Alexandria, VA: American Society for Training and Development.
- Dalal, R. S., Baysinger, M., Brummel, B. J., & LeBreton, J. M. (2012). The relative importance of employee engagement, other job attitudes, and trait affect as predictors of job performance. *Journal of Applied Social Psychology, 42*(1), 295-325.
- Dale-Olsen, H. (2006). Wages, fringe benefits and worker turnover. *Labour economics, 13*(1), 87-105.
- Daniel, J. (2011). *Sampling essentials: Practical guidelines for making sampling choices*. Sage.
- Dansereau, F., Cashman, J., & Graen, G. (1973). Instrumentality theory and equity theory as complementary approaches in predicting the relationship of leadership and turnover among managers. *Organizational Behavior and Human Performance, 10*(2), 184-200.
- Darwish, T. K., Singh, S., & Mohamed, A. F. (2013). The role of strategic HR practices in organisational effectiveness: an empirical investigation in the country of Jordan. *The International Journal of Human Resource Management, 24*(17), 3343-3362.
- Datta, D. K., Guthrie, J. P., & Wright, P. M. (2005). Human resource management and labor productivity: does industry matter?. *Academy of Management Journal, 48*(1), 135-145.
- Dávila, M., & García, G. J. (2012). Organizational identification and commitment: Correlates of sense of belonging and affective commitment. *The Spanish Journal of Psychology, 15*(01), 244-255.
- Davy, J. A., Kinicki, A. J., & Scheck, C. L. (1997). A test of job security's direct and mediated effects on withdrawal cognitions. *Journal of Organizational Behavior, 18*(4), 323-349.
- Dawley, D. D., Andrews, M. C., & Bucklew, N. S. (2008). Mentoring, supervisor support, and perceived organizational support: what matters most?. *Leadership & Organization Development Journal, 29*(3), 235-247.
- Dawson, J. F. (2014). Moderation in management research: What, why, when, and how. *Journal of Business and Psychology, 29*(1), 1-19.
- Deckop, J. R., Cirka, C. C., & Andersson, L. M. (2003). Doing unto others: The reciprocity of helping behavior in organizations. *Journal of Business Ethics, 47*(2), 101-113.
- De Clercq, D., Bouckenoghe, D., Raja, U., & Matsyborska, G. (2014). Servant Leadership and Work Engagement: The Contingency Effects of Leader-Follower Social Capital. *Human Resource Development Quarterly, 25*(2), 183-212.

- De Coninck, J. B. (2010). The effect of organizational justice, perceived organizational support, and perceived supervisor support on marketing employees' level of trust. *Journal of Business Research*, 63(12), 1349-1355.
- De Cuyper, N., Notelaers, G., & De Witte, H. (2009). Job insecurity and employability in fixed-term contractors, agency workers, and permanent workers: associations with job satisfaction and affective organizational commitment. *Journal of Occupational Health Psychology*, 14(2), 193-205.
- De Gieter, S., De Cooman, R., Pepermans, R., & Jegers, M. (2008). *Manage through rewards, not only through pay: establishing the Psychological Reward Satisfaction Scale (PReSS)*. Reward management: Facts and Trends in Europe, 97-117.
- De Witte, H., De Cuyper, N., Handaja, Y., Sverke, M., Näswall, K., & Hellgren, J. (2010). Associations between quantitative and qualitative job insecurity and well-being: A test in Belgian banks. *International Studies of Management & Organization*, 40(1), 40-56.
- Dekker, S. W., & Schaufeli, W. B. (1995). The effects of job insecurity on psychological health and withdrawal: A longitudinal study. *Australian Psychologist*, 30(1), 57-63.
- Delaney, J. T., & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management Journal*, 39(4), 949-969.
- Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39(4), 802-835.
- Delery, J. E. (1998). Issues of fit in strategic human resource management: Implications for research. *Human Resource Management Review*, 8(3), 289-309.
- Delery, J. E., & Shaw, J. D. (2001). *The strategic management of people in work organizations: Review, synthesis, and extension*. Research in Personnel and Human Resources Management, 165-197. doi:10.1016/s0742-7301(01)20003-6
- Dello Russo, S., Vecchione, M., & Borgogni, L. (2013). Commitment Profiles, Job Satisfaction, and Behavioral Outcomes. *Applied Psychology*, 62(4), 701-719.
- Demerouti, E., Bakker, A. B., De Jonge, J., Janssen, P. P., & Schaufeli, W. B. (2001). Burnout and engagement at work as a function of demands and control. *Scandinavian Journal of Work, Environment & Health*, 279-286.
- Demerouti, E., & Cropanzano, R. (2010). *From thought to action: Employee work engagement and job performance*. Work engagement: A Handbook of Essential Theory and Research, 147-163.

- Den Hartog, D. N., Boon, C., Verburg, R. M., & Croon, M. A. (2013). HRM, Communication, Satisfaction, and Perceived Performance A Cross-Level Test. *Journal of Management*, 39(6), 1637-1665.
- Dess, G. G., Lumpkin, G. T., & Covin, J. G. (1997). Entrepreneurial strategy making and firm performance: Tests of contingency and configurational models. *Strategic Management Journal*, 18(9), 677-695.
- Dhaka Stock Exchange (DSE) is a virtual space designed especially for financial database. ([http://www.dsebd.org/ltip\\_industry.php?area=11](http://www.dsebd.org/ltip_industry.php?area=11)).
- Diaz-Fernandez, M., Bornay-Barrachina, M., & Lopez-Cabrales, A. (2015). Innovation and firm performance: the role of human resource management practices. *Evidence-based HRM: a Global Forum for Empirical Scholarship*, 3(1), 64-80.
- Dillman, D. A. (2011). *Mail and Internet surveys: The Tailored Design Method--2007 Update with new Internet, Visual, and Mixed-mode Guide*. John Wiley & Sons.
- Dollard, M. F., & Bakker, A. B. (2010). Psychosocial safety climate as a precursor to conducive work environments, psychological health problems, and employee engagement. *Journal of Occupational and Organizational Psychology*, 83(3), 579-599.
- Domenighetti, G., d'Avanzo, B., & Bisig, B. (2000). Health effects of job insecurity among employees in the Swiss general population. *International Journal of Health Services*, 30(3), 477-490.
- Donate, M. J., Peña, I., & Sánchez de Pablo, J. D. (2015). HRM practices for human and social capital development: effects on innovation capabilities. *The International Journal of Human Resource Management*, 27(9), 928-953.
- Duarte, P. A. O., & Raposo, M. L. B. (2010). *A PLS model to study brand preference: An application to the mobile phone market. Handbook of partial least squares*. Springer Berlin Heidelberg, 449-485.
- Ducharme, L. J., & Martin, J. K. (2000). Unrewarding work, coworker support, and job satisfaction a test of the Buffering Hypothesis. *Work and Occupations*, 27(2), 223-243.
- Dyer, L., & Reeves, T. (1995). Human resource strategies and firm performance: what do we know and where do we need to go?. *International Journal of Human Resource Management*, 6(3), 656-670.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565-573.

- Eisenberger, R., Jones, J. R., Aselage, J., & Sucharski, I. L. (2004). Perceived organizational support. In J. A.-M. Coyle-Shapiro, L. M. Shore, M. S. Taylor, & L. E. Tetrick (Eds.), *The employment relationship: Examining psychological and contextual perspectives* (pp. 206-225). Oxford: Oxford University Press.
- Ellinger, A. E., Musgrove, C. C. F., Ellinger, A. D., Bachrach, D. G., Baş, A. B. E., & Wang, Y. L. (2013). Influences of organizational investments in social capital on service employee commitment and performance. *Journal of Business Research*, 66(8), 1124-1133.
- Emerson, R. M. (1976). Social exchange theory. *Annual review of sociology*, 2(1), 335-362.
- Emmerik, I. H. V., Jawahar, I. M., & Stone, T. H. (2005). Associations among altruism, burnout dimensions, and organizational citizenship behaviour. *Work & Stress*, 19(1), 93-100.
- Ensher, E. A., Thomas, C., & Murphy, S. E. (2001). Comparison of traditional, step-ahead, and peer mentoring on protégés' support, satisfaction, and perceptions of career success: A social exchange perspective. *Journal of Business and Psychology*, 15(3), 419-438.
- Fabi, B., Lacoursière, R., & Raymond, L. (2015). Impact of high-performance work systems on job satisfaction, organizational commitment, and intention to quit in Canadian organizations. *International Journal of Manpower*, 36(5), 772-790.
- Fairlie, P. (2011). Meaningful Work, Employee Engagement and Other Key Employee Outcomes: Implications for Human Resource Development. *Advances in Developing Human Resources* 13(4) 508–525
- Falk, R. F., & Miller, N. B. (1992). *A primer for soft modeling*. University of Akron Press.
- Farr-Wharton, R., & Brunetto, Y. (2007). Organisational relationship quality and service employee acceptance of change in SMEs: a social exchange perspective. *Journal of Management & Organization*, 13(02), 114-125.
- Fazio, J., Gong, B., Sims, R., & Yurova, Y. (2017). The role of affective commitment in the relationship between social support and turnover intention. *Management Decision*, 55(3), 512-525.
- Ferrie, J. E., Shipley, M. J., Marmot, M. G., Martikainen, P., Stansfeld, S. A., & Smith, G. D. (2001). Job insecurity in white-collar workers: Toward an explanation of association with health. *Journal of Occupational Health Psychology*, 6(1), 26-42.
- Ferris, G. R., & Rowland, K. M. (1996). *Research in personnel and human resource management*. JAI Press, Greenwich.
- Ferris, G. R., Hochwarter, W. A., Buckley, M. R., Harrell-Cook, G., & Frink, D. D. (1999). Human resources management: Some new directions. *Journal of Management*, 25(3), 385-415.

- Ferris, G. R., Hall, A. T., Royle, M. T., & Martocchio, J. J. (2004). Theoretical development in the field of human resources management: Issues and challenges for the future. *Organizational Analysis*, 12(3), 231-254.
- Ferrer, J. (2005). Employee engagement: Is it organizational commitment renamed? Unpublished working paper, Victoria University, Melbourne, Australia. Retrieved from [http://eprints.vu.edu.au/123/1/wp8\\_2005\\_ferrer.pdf](http://eprints.vu.edu.au/123/1/wp8_2005_ferrer.pdf)
- Field, A. (2009). *Discovering statistics using SPSS*. Sage publications.
- Findley Musgrove, C., E. Ellinger, A., & D. Ellinger, A. (2014). Examining the influence of strategic profit emphases on employee engagement and service climate. *Journal of Workplace Learning*, 26(3/4), 152-171.
- Fisher, C. D. (2010). Happiness at work. *International Journal of Management Reviews*, 12(4), 384-412.
- Fleck, S., & Inceoglu, I. (2010). *A comprehensive framework for understanding and predicting engagement*. The Handbook of Employee Engagement: Perspectives, Issues, Research, & Practice, 31-42.
- Flynn, F. J. (2003). How much should I give and how often? The effects of generosity and frequency of favor exchange on social status and productivity. *Academy of Management Journal*, 46(5), 539-553.
- Foa, U. G., & Foa, E. B. (1975). *Resource theory of social exchange*. General Learning Press.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing Research*, 18(3), 382-388.
- Frederiksen, N. (1986). Toward a broader conception of human intelligence. *American Psychologist*, 41(4), 445-452.
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, 56(3), 218-226.
- Freaney, Y., & Tiernan, J. (2006). Employee engagement: An overview of the literature on the proposed antithesis to burnout. *The Irish Journal of Psychology*, 27(3-4), 130-141.
- Frye, N. K., & Breaugh, J. A. (2004). Family-friendly policies, supervisor support, work-family conflict, family-work conflict, and satisfaction: A test of a conceptual model. *Journal of Business and Psychology*, 19(2), 197-220.

- Fu, N., Ma, Q., Bosak, J., & Flood, P. (2015). Exploring the relationships between HPWS, organizational ambidexterity and firm performance in Chinese professional service firms. *Journal of Chinese Human Resource Management*, 6(1), 52-70.
- Gabris, G. T., & Simo, G. (1995). Public sector motivation as an independent variable affecting career decisions. *Public Personnel Management*, 24(1), 33-51.
- Gallardo, E., Sánchez-Cañizares, S. M., López-Guzmán, T., & Margarida Nascimento Jesus, M. (2010). Employee satisfaction in the Iberian hotel industry: the case of Andalusia (Spain) and the Algarve (Portugal). *International Journal of Contemporary Hospitality Management*, 22(3), 321-334.
- Gallucci, M., & Perugini, M. (2003). Information seeking and reciprocity: A transformational analysis. *European Journal of Social Psychology*, 33(4), 473-495.
- Gallup Consulting (2017). *State of the global workplace*. Gallup Management Journal.
- Gallup Consulting (2016). *The Worldwide Employee Engagement Crisis*. Gallup Management Journal.
- Gan, T., & Gan, Y. (2014). Sequential development among dimensions of job burnout and engagement among IT employees. *Stress and Health*, 30(2), 122-133.
- Ganster, D. C., Fusilier, M. R., & Mayes, B. T. (1986). Role of social support in the experience of stress at work. *Journal of Applied Psychology*, 71(1), 102-110.
- Gardner, T. M., Wright, P. M., & Moynihan, L. M. (2011). The impact of motivation, empowerment, and skill-enhancing practices on aggregate voluntary turnover: The mediating effect of collective affective commitment. *Personnel Psychology*, 64(2), 315-350.
- Gay, L. R., & Diehl, P. L. (1992). *Research methods for business and management*. Macmillan Coll Division.
- Geisser, S. (1974). A predictive approach to the random effect model. *Biometrika*, 61(1), 101-107.
- George, J. M., Reed, T. F., Ballard, K. A., Colin, J., & Fielding, J. (1993). Contact with AIDS patients as a source of work-related distress: Effects of organizational and social support. *Academy of Management Journal*, 36(1), 157-171.
- Ghosh, P., Rai, A., & Sinha, A. (2014). Organizational justice and employee engagement: Exploring the linkage in public sector banks in India. *Personnel Review*, 43(4), 628-652.
- Ghosh, P., Rai, A., Chauhan, R., & Srivastava, D. (2016). Rewards and recognition to engage private bank employees: Exploring the “obligation dimension”. *Management Research Review*, 39(12), 1738-1751.

- Gill, C. (1999). *Use of hard and soft models of HRM to illustrate the gap between rhetoric and reality in workforce management*. RMIT Business.
- Glazer, S. (2006). Social support across cultures. *International Journal of Intercultural Relations*, 30(5), 605-622.
- Goffman, E. (1961). *Encounters: Two studies in the sociology of interaction*. Oxford, England: Bobbs-Merrill.
- Gold, A. H., & Arvind Malhotra, A. H. S. (2001). Knowledge management: An organizational capabilities perspective. *Journal of Management Information Systems*, 18(1), 185-214.
- Gong, Y., & Chang, S. (2008). Institutional Antecedents and performance consequences of employment security and career advancement practices. *Human Resource Management*, 47(1), 33-48.
- Gong, Y., Law, K. S., Chang, S., & Xin, K. R. (2009). Human resources management and firm performance: The differential role of managerial affective and continuance commitment. *Journal of Applied Psychology*, 94(1), 263-275.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 161-178.
- González-Romá, V., Schaufeli, W. B., Bakker, A. B., & Lloret, S. (2006). Burnout and work engagement: Independent factors or opposite poles?. *Journal of Vocational Behavior*, 68(1), 165-174.
- Gottlieb, D. (2015). The multidimensional adequacy of social insurance benefits and insurability. *International Social Security Review*, 68(3), 69-98.
- Government of Bangladesh (GOB). *The Bank Companies Act, 1991*. Ministry of Finance, GOB.
- Götz, O., Liehr-Gobbers, K., & Krafft, M. (2010). Evaluation of structural equation models using the partial least squares (PLS) approach. *In Handbook of partial least squares* (pp. 691-711). Springer Berlin Heidelberg.
- Graen, G. B. (2008). Enriched engagement through assistance to systems' change: A proposal. *Industrial and Organizational Psychology*, 1(1), 74-75.
- Grandey, A. A., Goldberg, L. S., & Pugh, S. D. (2011). Why and When do Stores With Satisfied Employees Have Satisfied Customers? *Journal of Service Research*, 14(4), 397-409.
- Grau, L., Chandler, B., Burton, B., & Kolditz, D. (1991). Institutional loyalty and job satisfaction among nurse aides in nursing homes. *Journal of Aging and Health*, 3(1), 47-65.

- Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123-136.
- Guchait, P., Paşamehmetoğlu, A., & Dawson, M. (2014). Perceived supervisor and co-worker support for error management: Impact on perceived psychological safety and service recovery performance. *International Journal of Hospitality Management*, 41(1), 28-37.
- Guest, D. E. (1987). Human resource management and industrial relations. *Journal of Management Studies*, 24(5), 503-521.
- Guest, D. E. (1990). Human Resource Management and the American Dream. *Journal of Management Studies*, 27(4), 377-397.
- Guest, D. E. (1997). Human resource management and performance: a review and research agenda. *International Journal of Human Resource Management*, 8(3), 263-276.
- Gunlu, E., Aksarayli, M., & Sahin Perçin, N. (2010). Job satisfaction and organizational commitment of hotel managers in Turkey. *International Journal of Contemporary Hospitality Management*, 22(5), 693-717.
- Gupta, V., & Kumar, S. (2012). Impact of performance appraisal justice on employee engagement: a study of Indian professionals. *Employee Relations*, 35(1), 61-78.
- Guthrie, J. P. (2001). High-involvement work practices, turnover, and productivity: Evidence from New Zealand. *Academy of Management Journal*, 44(1), 180-190.
- Gutierrez, A. P., Candela, L. L., & Carver, L. (2012). The structural relationships between organizational commitment, global job satisfaction, developmental experiences, work values, organizational support, and person-organization fit among nursing faculty. *Journal of Advanced Nursing*, 68(7), 1601-1614.
- Guzzo, R. A., & Noonan, K. A. (1994). Human resource practices as communications and the psychological contract. *Human Resource Management*, 33(3), 447-462.
- Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Reading, MA: Addison-Wesley.
- Haines, V. Y., & St-Onge, S. (2012). Performance management effectiveness: practices or context? *The International Journal of Human Resource Management*, 23(6), 1158-1175.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (Vol. 6). Upper Saddle River, NJ: Pearson Prentice Hall.
- Hair Jr, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2009). *Multivariate data analysis*. (7<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall.



- Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, 40(3), 414-433.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial Least Squares Structural Equation Modeling: Rigorous Applications, Better Results and Higher Acceptance. *Long Range Planning*, 46(1-2), 1-12.
- Hair, J.F., Hult, G.T.M., Ringle, C.M. & Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modelling*. Sage, Thousand Oaks, CA.
- Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and work engagement among teachers. *Journal of School Psychology*, 43(6), 495-513.
- Hakanen, J. J., Schaufeli, W. B., & Ahola, K. (2008). The Job Demands-Resources model: A three-year cross-lagged study of burnout, depression, commitment, and work engagement. *Work & Stress*, 22(3), 224-241.
- Hakanen, J. J., & Roodt, G. (2010). Using the job demands-resources model to predict engagement: Analysing a conceptual model. *Work Engagement: A Handbook of Essential Theory and Research*, 85-101.
- Halbesleben, J. R. (2006). Sources of social support and burnout: a meta-analytic test of the conservation of resources model. *Journal of Applied Psychology*, 91(5), 1134-1145.
- Halbesleben, J. R., & Rotondo, D. M. (2007). Developing Social Support in Employees: Human Resource Development Lessons From Same-Career Couples. *Advances in Developing Human Resources*, 9(4), 544-555.
- Halbesleben, J. R. (2010). *A meta-analysis of work engagement: Relationships with burnout, demands, resources, and consequences*. *Work engagement: A Handbook of Essential Theory and Research*, 8, 102-117.
- Hallberg, U. E., & Schaufeli, W. B. (2006). "Same same" but different? Can work engagement be discriminated from job involvement and organizational commitment?. *European Psychologist*, 11(2), 119-127.
- Hallberg, U. E., Johansson, G., & Schaufeli, W. B. (2007). Type A behavior and work situation: Associations with burnout and work engagement. *Scandinavian Journal of Psychology*, 48(2), 135-142.
- Hansen, A., Byrne, Z., & Kiersch, C. (2014). How interpersonal leadership relates to employee engagement. *Journal of Managerial Psychology*, 29(8), 953-972.
- Harman, H. H. (1976). *Modern factor analysis*. University of Chicago Press.
- Hartline, M. D., Maxham III, J. G., & McKee, D. O. (2000). Corridors of influence in the dissemination of customer-oriented strategy to customer contact service employees. *Journal of Marketing*, 64(2), 35-50.

- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of Applied Psychology*, 87(2), 268-279.
- Hassanzadeh, O., Chiang, F., Lee, H. C., & Miller, R. J. (2009). Framework for evaluating clustering algorithms in duplicate detection. *Proceedings of the VLDB Endowment*, 2(1), 1282-1293.
- Hatton, C., & Emerson, E. (1998). Brief report: Organisational predictors of actual staff turnover in a service for people with multiple disabilities. *Journal of Applied Research in Intellectual Disabilities*, 11(2), 166-171.
- Hayes, D. K., & Ninemeier, J. D. (2009). *Human Resources Management in the Hospitality Industry*. John Wiley & Sons.
- Hayes, A. F., & Preacher, K. J. (2010). Quantifying and testing indirect effects in simple mediation models when the constituent paths are nonlinear. *Multivariate Behavioral Research*, 45(4), 627-660.
- Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (1st ed.). New York: Guilford Press.
- Hellgren, J., & Sverke, M. (2003). Does job insecurity lead to impaired well-being or vice versa? Estimation of cross-lagged effects using latent variable modelling. *Journal of Organizational Behavior*, 24(2), 215-236.
- Hemdi, M. A., & Nasurdin, A. M. (2005). Turnover intentions of Malaysian Hotel Employees: The role of human resource management practices and trust in organization. *Asean Journal of Hospitality and Tourism*, 4(2), 115-127.
- Heneman, H. G. (1985). Pay satisfaction. *Research in Personnel and Human Resources Management*, 3(2), 115-139.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In *New Challenges to International Marketing* (pp. 277-319). Emerald Group Publishing Limited.
- Henseler, J., & Fassott, G. (2010). Testing moderating effects in PLS path models: An illustration of available procedures. In V. E. Vinzi, W. W. Chin, J. Henseler & H. Wang (Eds.), *Handbook of partial least squares* (pp. 713-735). London: Springer.
- Henseler, J., & Sarstedt, M. (2012). Goodness-of-fit indices for partial least squares path modeling. *Computational Statistics*, 28(2), 565-580.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Academy of Marketing Science Journal*, 43(1), 115.

- Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: updated guidelines. *Industrial Management & Data Systems*, 116(1), 2-20.
- Hennekam, S., & Herrbach, O. (2013). HRM practices and low occupational status older workers. *Employee Relations*, 35(3), 339-355.
- Herscovitch, L., & Meyer, J. P. (2002). Commitment to organizational change: extension of a three-component model. *Journal of Applied Psychology*, 87(3), 474-487.
- Herzberg, F. (1968). *Work and the Nature of Man*. Granada, London.
- Herzberg, F. (1986). *One more time: How do you motivate employees*. New York: The Leader Manager, 433-448.
- Hewitt Associates LLC. (2004). Research brief: employee engagement higher at double-digit growth companies.
- Hewitt, A. (2013). Managing engagement during times of change.
- Hobfoll, S. E. (2002). Social and psychological resources and adaptation. *Review of General Psychology*, 6(4), 307-324.
- Hobfoll, S. E., Johnson, R. J., Ennis, N., & Jackson, A. P. (2003). Resource loss, resource gain, and emotional outcomes among inner city women. *Journal of Personality and Social Psychology*, 84(3), 632-643.
- Hochwarter, W. A., Witt, L. A., Treadway, D. C., & Ferris, G. R. (2006). The interaction of social skill and organizational support on job performance. *Journal of Applied Psychology*, 91(2), 482-489.
- Hooi, L. W., & Ngui, K. S. (2014). Enhancing organizational performance of Malaysian SMEs The role of HRM and organizational learning capability. *International Journal of Manpower*, 35(7), 973-995.
- Hoon Song, J., Kolb, J. A., Hee Lee, U., & Kyoung Kim, H. (2012). Role of transformational leadership in effective organizational knowledge creation practices: Mediating effects of employees' work engagement. *Human Resource Development Quarterly*, 23(1), 65-101.
- Hoon Song, J., Hun Lim, D., Gu Kang, I., & Kim, W. (2014). Team performance in learning organizations: mediating effect of employee engagement. *The Learning Organization*, 21(5), 290-309.
- Hofstede, G., & Hofstede, G. J. (2005). *Cultures and Organizations. Software of the Mind*. McGrawHill, New York.
- Hombrados-Mendieta, I., & Cosano-Rivas, F. (2013). Burnout, workplace support, job satisfaction and life satisfaction among social workers in Spain: A structural equation model. *International Social Work*, 56(2), 228-246.

- Huang, C. C., You, C. S., & Tsai, M. T. (2012). A multidimensional analysis of ethical climate, job satisfaction, organizational commitment, and organizational citizenship behaviors. *Nursing Ethics, 19*(4), 513-529.
- Huang, Y., Ma, Z., & Meng, Y. (2017). High-performance work systems and employee engagement: empirical evidence from China. *Asia Pacific Journal of Human Resources*. Retrieved from: <http://dx.doi.org/10.1111/1744-7941.12140>
- Hudson, L. A., & Ozanne, J. L. (1988). Alternative ways of seeking knowledge in consumer research. *Journal of Consumer Research, 14*(4), 508-521.
- Hur, W. M., Han, S. J., Yoo, J. J., & Moon, T. W. (2015). The moderating role of perceived organizational support on the relationship between emotional labor and job-related outcomes. *Management Decision, 53*(3), 605-624.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal, 38*(3), 635-672.
- Huston, T. L., & Burgess, R. L. (1979). *Social exchange in developing relationships: An overview*. Social Exchange in Developing Relationships, 3-28.
- Ibrahim, M., & Al Falasi, S. (2014). Employee loyalty and engagement in UAE public sector. *Employee Relations, 36*(5), 562-582.
- Ichniowski, C., Shaw, K., & Prennushi, G. (1997). The effects of human resource practices on manufacturing performance: A study of steel finishing lines. *American Economic Review, 87*(3), 291-313.
- Innanen, H., Tolvanen, A., & Salmela-Aro, K. (2014). Burnout, work engagement and workaholism among highly educated employees: Profiles, antecedents and outcomes. *Burnout Research, 1*(1), 38-49.
- Innstrand, S. T., Langballe, E. M., & Falkum, E. (2012). A longitudinal study of the relationship between work engagement and symptoms of anxiety and depression. *Stress and Health, 28*(1), 1-10.
- Ishak, N.K., Abdullah, F.Z., Ramli, Z.A., 2011. The association between hard and soft human resource management orientations in the Malaysian hotel organizations. *International Journal of Business and Social Science 2* (22), 213–220.
- Iwasaki, Y., & Mannell, R. C. (2000). Hierarchical dimensions of leisure stress coping. *Leisure Sciences, 22*(3), 163-181.
- Iwata, N., & Suzuki, K. (1997). Role stress—mental health relations in Japanese bank workers: a moderating effect of social support. *Applied Psychology, 46*(2), 207-218.

- Jackson, S. E., & Schuler, R. S. (1995). Understanding Human Resource Management in the Context of Organizations and their Environments. *Annual Review of Psychology*, 46(1), 237-264.
- Jahan, S. (2014, November-December). Employee Turnover of selected Commercial Banks in Bangladesh: An empirical study. *The cost and management*, 42(6), 16-23
- Jaiswal, D., & Dhar, R. L. (2016). Impact of perceived organizational support, psychological empowerment and leader member exchange on commitment and its subsequent impact on service quality. *International Journal of Productivity and Performance Management*, 65(1), 58-79.
- Jamaludin, Z. (2009). Perceived organizational justice and its impact to the development of commitments: a regression analysis. *World Journal of Management*, 1(1), 49-61.
- Jaros, S. J., Jermier, J. M., Koehler, J. W., & Sincich, T. (1993). Effects of continuance, affective, and moral commitment on the withdrawal process: An evaluation of eight structural equation models. *Academy of Management Journal*, 36(5), 951-995.
- Jawahar, I. M. (2007). The influence of perceptions of fairness on performance appraisal reactions. *Journal of Labor Research*, 28(4), 735-754.
- Jenaro, C., Flores, N., Orgaz, M. B., & Cruz, M. (2011). Vigour and dedication in nursing professionals: towards a better understanding of work engagement. *Journal of Advanced Nursing*, 67(4), 865-875.
- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of management Journal*, 55(6), 1264-1294.
- Jin, M., McDonald, B., & Park, J. (2016). Followership and job satisfaction in the public sector: The moderating role of perceived supervisor support and performance-oriented culture. *International Journal of Public Sector Management*, 29(3), 218-237.
- Jinzhao, W. (2007). Innovations of Human Resource Management in Lodging Industry. *Canadian Social Science*, 3(6), 58-63.
- Joarder, M. H., Sharif, M. Y., & Ahmmed, K. (2011). Mediating role of affective commitment in HRM practices and turnover intention relationship: A study in a developing context. *Business and Economics Research Journal*, 2(4), 135-158.
- Johari, J. O. H. A. N. I. M., Yean, T. F., Adnan, Z. U. R. I. N. A., Yahya, K. K., & Ahmad, M. N. (2012). Promoting employee intention to stay: Do human resource management practices matter. *International Journal Economics and Management*, 6(2), 396-416.

- Johari, J., Adnan, Z., Tan, F. Y., Yahya, K. K., & Isa, S. N. (2013). Fostering employee engagement through human resource practices: A case of manufacturing firms in Malaysia. *Jurnal Pengurusan*, 38(1), 15-26.
- Johnston, M. W., Parasuraman, A., Futrell, C. M., & Black, W. C. (1990). A longitudinal assessment of the impact of selected organizational influences on salespeople's organizational commitment during early employment. *Journal of Marketing Research*, 27(3), 333-344.
- Johnson, K. (1983). Payment in the hotel industry: The role of fringe benefits. *Service Industries Journal*, 3(2), 191-213.
- Johnson, G. (2004). Otherwise engaged. *Training*, 41 (10), 4-4.
- Joiner, T. A. (2007). Total quality management and performance: The role of organization support and co-worker support. *International Journal of Quality & Reliability Management*, 24(6), 617-627.
- Joo, B. K., & Park, S. (2010). Career satisfaction, organizational commitment, and turnover intention: The effects of goal orientation, organizational learning culture and developmental feedback. *Leadership & Organization Development Journal*, 31(6), 482-500.
- Joolideh, F., & Yeshodhara, K. (2009). Organizational commitment among high school teachers of India and Iran. *Journal of Educational Administration*, 47(1), 127-136.
- Jordan, P. J., Lawrence, S. A., & Troth, A. C. (2006). The impact of negative mood on team performance. *Journal of Management & Organization*, 12(2), 131-145.
- Jose, G., & Mampilly, S. R. (2014). Psychological Empowerment as a Predictor of Employee Engagement: An Empirical Attestation. *Global Business Review*, 15(1), 93-104.
- Jorge Correia de Sousa, M., & van Dierendonck, D. (2014). Servant leadership and engagement in a merge process under high uncertainty. *Journal of Organizational Change Management*, 27(6), 877-899.
- Juhdi, N., Pa'wan, F., & Hansaram, R. M. K. (2013). HR Practices and Turnover intention: The mediating roles of organizational commitment and organizational engagement in a selected region in Malaysia. *The International Journal of Human Resource Management*, 24(15), 3002-3019.
- Kacmar, K. M., Carlson, D. S., & Brymer, R. A. (1999). Antecedents and consequences of organizational commitment: A comparison of two scales. *Educational and Psychological Measurement*, 59(6), 976-994.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.

- Kahn, W. A. (1992). To be fully there: Psychological presence at work. *Human relations*, 45(4), 321-349.
- Kalemci Tuzun, I., & Arzu Kalemci, R. (2012). Organizational and supervisory support in relation to employee turnover intentions. *Journal of Managerial Psychology*, 27(5), 518-534.
- Kalliath, T. J., & Beck, A. (2001). Is the path to burnout and turnover paved by a lack of supervisory support? A structural equations test. *New Zealand Journal of Psychology*, 30(2), 72-78.
- Kamoche, K. (1996). Strategic human resource management within a resource-capability view of the firm. *Journal of Management Studies*, 33(2), 213-233.
- Kang, M., & Sung, M. (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors: The mediation of employee-organization relationships. *Journal of Communication Management*, 21(1), 82-102.
- Kanter, R. M. (1968). Commitment and social organization: A study of commitment mechanisms in utopian communities. *American Sociological Review*, 33(4), 499-517.
- Kara, D., Uysal, M., Sirgy, M. J., & Lee, G. (2013). The effects of leadership style on employee well-being in hospitality. *International Journal of Hospitality Management*, 34, 9-18. doi:10.1016/j.ijhm.2013.02.001
- Karasek, R. A. (1985). *Job content instrument: Questionnaire and user's guide (Rev. 1.1)*. Los Angeles: University of Southern California.
- Karasek, R. A., & Theorell, T. (1990). *Health work. Basic Book*, New York.
- Karatepe, O. M., & Kilic, H. (2007). Relationships of supervisor support and conflicts in the work–family interface with the selected job outcomes of frontline employees. *Tourism Management*, 28(1), 238-252.
- Karatepe, O. M. (2011). The effects of coworker and perceived organizational support on hotel employee outcomes: The moderating role of job embeddedness. *Journal of Hospitality & Tourism Research*, 36(4), 495-516
- Karatepe, O. M. (2011). Do job resources moderate the effect of emotional dissonance on burnout? A study in the city of Ankara, Turkey. *International Journal of Contemporary Hospitality Management*, 23(1), 44-65.
- Karatepe, O. M., & Olugbade, O. A. (2009). The effects of job and personal resources on hotel employees' work engagement. *International Journal of Hospitality Management*, 28(4), 504-512.

- Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132-140. doi:10.1016/j.ijhm.2012.05.003
- Karatepe, O. M., Keshavarz, S., & Nejati, S. (2010). Do core self-evaluations mediate the effect of coworker support on work engagement? A study of hotel employees in Iran. *Journal of Hospitality and Tourism Management*, 17(1), 62-71.
- Karatepe, O. M., Beirami, E., Bouzari, M., & Safavi, H. P. (2014). Does work engagement mediate the effects of challenge stressors on job outcomes? Evidence from the hotel industry. *International Journal of Hospitality Management*, 36(1), 14-22.
- Katou, A. A. (2017). How does Human Resource Management influence Organisational Performance? An Integrative Approach Based Analysis. *International Journal of Productivity and Performance Management*, 66(6), 797-821.
- Kane, M., & Sand, P. (1988). *Economic Development: what works at the local Level*. National League of Cities.
- Kaufmann, G. M., & Beehr, T. A. (1986). Interactions between job stressors and social support: Some counterintuitive results. *Journal of Applied Psychology*, 71(3), 522-526.
- Keat, R., & Urry, J. (1975). *Social theory as science*. (Routledge Revivals). Routledge
- Keller, K. L. (2003). Building, measuring, and managing brand equity. *International Edition, Peatson Edition*.
- Kelman, H. C. (1958). Compliance, identification, and internalization three processes of attitude change. *Journal of Conflict Resolution*, 2(1), 51-60.
- Khatoun, T., Amin, M. R., & Hossain, M. M. (2013). Strategic human resource management (SHRM) practices and its effect on financial performance: evidence from some selected scheduled private commercial banks in Bangladesh. *International Journal of Economics, Finance and Management Sciences*, 1(3), 151-158.
- Kifle, H., Wohlgemuth, L., & Olukoshi, A. O. (1997). *Towards a New Partnership for African Development—An Introductory Synthesis*. A New Partnership for African Development: Issues and Parameters, 9.
- Kim, S. (2005). Factors affecting state government information technology employee turnover intentions. *The American Review of Public Administration*, 35(2), 137-156.
- Kim, B. P., Murrmann, S. K., & Lee, G. (2009a). Moderating effects of gender and organizational level between role stress and job satisfaction among hotel employees. *International Journal of Hospitality Management*, 28(4), 612-619.



- Kim, H. J., Shin, K. H., & Swanger, N. (2009b). Burnout and engagement: A comparative analysis using the Big Five personality dimensions. *International Journal of Hospitality Management*, 28(1), 96-104.
- Kim, A., & Lee, C. (2012). How does HRM enhance strategic capabilities? Evidence from the Korean management consulting industry. *The International Journal of Human Resource Management*, 23(1), 126-146.
- Kingir, S., & Mesci, M. (2010). Factors that affect hotel employees motivation the case of Bodrum. *Serbian Journal of Management*, 5(1), 59-76.
- Kinnunen, U., Feldt, T., & Mäkikangas, A. (2008). Testing the effort-reward imbalance model among Finnish managers: The role of perceived organizational support. *Journal of Occupational Health Psychology*, 13(2), 114-127.
- Kirmeyer, S. L., & Dougherty, T. W. (1988). Work load, tension, and coping: Moderating effects of supervisor support. *Personnel Psychology*, 41(1), 125-139.
- Kline, R. B. (2005). *Methodology in the social sciences*. New York: Guilford Press.
- Kline, R. B. (2011). Convergence of Structural Equation Modeling and Multilevel Modeling. In M. Williams (Ed.), *Handbook of methodological innovation*. Thousand Oaks, CA: Sage.
- Ko, J., & Smith-Walter, A. (2013). The Relationship between HRM Practices and Organizational Performance in the Public Sector: Focusing on Mediating Roles of Work Attitudes. *International Review of Public Administration*, 18(3), 209-231.
- Koch, J. L., & Steers, R. M. (1978). Job attachment, satisfaction, and turnover among public sector employees. *Journal of Vocational Behavior*, 12(1), 119-128.
- Korczynski, M. (2003). Communities of coping: collective emotional labour in service work. *Organization*, 10(1), 55-79.
- Korunka, C., Kubicek, B., Schaufeli, W. B., & Hoonakker, P. (2009). Work engagement and burnout: Testing the robustness of the Job Demands-Resources model. *The Journal of Positive Psychology*, 4(3), 243-255.
- Kossek, E. E., Pichler, S., Bodner, T., & Hammer, L. B. (2011). Workplace social support and work-family conflict: A meta-analysis clarifying the influence of general and work-family-specific supervisor and organizational support. *Personnel Psychology*, 64(2), 289-313.
- Kottke, J. L., & Sharafinski, C. E. (1988). Measuring perceived supervisory and organizational support. *Educational and Psychological Measurement*, 48(4), 1075-1079.
- Kowalski, B. (2003). The engagement gap. *Training*, 40 (4), 62-62.

- Koys, D. J. (1988). Human resource management and a culture of Respect: Effects on employees' organizational commitment. *Employee Responsibilities and Rights Journal*, 1(1), 57-68.
- Koys, D. J. (1991). Fairness, legal compliance, and organizational commitment. *Employee Responsibilities and Rights Journal*, 4(4), 283-291.
- Kraimer, M. L., Wayne, S. J., Liden, R. C., & Sparrowe, R. T. (2005). The role of job security in understanding the relationship between employees' perceptions of temporary workers and employees' performance. *Journal of Applied Psychology*, 90(2), 389-398.
- Krejcie, R. V., & Morgan, D. W. (1970). *Determining sample size for research activities*. Educ Psychol Meas.
- Krischer, M. M., Penney, L. M., & Hunter, E. M. (2010). Can counterproductive work behaviors be productive? CWB as emotion-focused coping. *Journal of Occupational Health Psychology*, 15(2), 154-166.
- Kühnel, J., Sonnentag, S., & Westman, M. (2009). Does work engagement increase after a short respite? The role of job involvement as a double-edged sword. *Journal of Occupational and Organizational Psychology*, 82(3), 575-594.
- Kular, S., Gatenby, M., Rees, C., Soane, E., & Truss, K. (2008). *Employee Engagement: a Literature Review*. Kingston Business School, Kingston University.
- Kumar, B. P., & Giri, V. N. (2009). Effect of age and experience on job satisfaction and organizational commitment. *ICFAI Journal of Organizational Behavior*, 8(1), 28-36.
- Kupczynski, M. (2015). Significance tests and sample homogeneity loophole. *arXiv preprint arXiv:1505.06349*. Retrieved from <https://arxiv.org/ftp/arxiv/papers/1505/1505.06349.pdf>
- Kusluvan, S., Kusluvan, Z., Ilhan, I., & Buyruk, L. (2010). The human dimension a review of human resources management issues in the tourism and hospitality industry. *Cornell Hospitality Quarterly*, 51(2), 171-214.
- La Rocco, J. M., & Jones, A. P. (1978). Co-worker and leader support as moderators of stress-strain relationships in work situations. *Journal of Applied Psychology*, 63(5), 629-634.
- Laabs, J. (2000). Strategic HR Won't Come Easily Being a "strategic partner" may sound like business as usual for human resources. *Workforce-Costa Mesa*, 79(1), 52-61.
- Lado, A. A., & Wilson, M. C. (1994). Human resource systems and sustained competitive advantage: A competency-based perspective. *Academy of Management Review*, 19(4), 699-727.

- Laka-Mathebula, M. R. (2004). *Modelling the Relationship Between Organizational Commitment, Leadership Style, Human Resources Management Practices and Organizational Trust* (Doctoral dissertation, University of Pretoria Pretoria).
- Lamba, S., & Choudhary, N. (2013). Impact of HRM practices on organizational commitment of employees. *International Journal of Advancements in Research & Technology*, 2(4), 407-423.
- Lambert, D. M., & Harrington, T. C. (1990). Measuring nonresponse bias in customer service mail surveys. *Journal of Business Logistics*, 11(2), 5-12
- Langford, C. P. H., Bowsher, J., Maloney, J. P., & Lillis, P. P. (1997). Social support: a conceptual analysis. *Journal of Advanced Nursing*, 25(1), 95-100.
- Lardner, S. (2015). Effective reward ensures effective engagement. *Strategic HR Review*, 14(4), 131-134.
- Laschinger, H. K. S., Finegan, J., Shamian, J., & Casier, S. (2000). Organizational trust and empowerment in restructured healthcare settings: effects on staff nurse commitment. *Journal of Nursing Administration*, 30(9), 413-425.
- Latham, G. P., & Mann, S. (2006). *Advances in the science of performance appraisal: Implications for practice*. John Wiley & Sons, Ltd.
- Leavy, R. L. (1983). Social support and psychological disorder: A review. *Journal of Community Psychology*, 11(1), 3-21
- Lee, S. H., & Olshfski, D. (2002). An examination of variations in the nature of employee commitment: The case of paid and volunteer firefighters. *International Review of Public Administration*, 7(1), 29-38.
- Lee, C. H., & Bruvold, N. T. (2003). Creating value for employees: investment in employee development. *The International Journal of Human Resource Management*, 14(6), 981-1000.
- Lee, N., & Cadogan, J. W. (2009). Sales force social exchange in problem resolution situations. *Industrial Marketing Management*, 38(3), 355-372.
- Lee, J., & Ok, C. (2015). Hotel Employee Work Engagement and Its Consequences. *Journal of Hospitality Marketing & Management*, 25(2), 133-166
- Lee, J. J. (2015). Drivers of work engagement: An examination of core self-evaluations and psychological climate among hotel employees. *International Journal of Hospitality Management*, 44(1), 84-98.
- Lee, J. J., & Ok, C. M. (2013). Examination of Factors Affecting Hotel Employees' Service Orientation: An Emotional Labor Perspective. *Journal of Hospitality & Tourism Research*, 39(4), 437-468.

- Lee, J. J., & Ok, C. M. (2014). Understanding hotel employees' service sabotage: Emotional labor perspective based on conservation of resources theory. *International Journal of Hospitality Management*, 36(1), 176-187.
- Lee, Y. K., Kim, S., & Kim, S. Y. (2014). The Impact of Internal Branding on Employee Engagement and Outcome Variables in the Hotel Industry. *Asia Pacific Journal of Tourism Research*, 19(12), 1359-1380.
- Legge, K. (1975). Authority, ambiguity and adaptation: the personnel specialist's dilemma. *Industrial Relations Journal*, 6(3), 51-65.
- Legge, K. (1995). *Human resource management: Rhetorics and Realities*. London: Macmillan.
- Legge, K. (2006). *HRM: Rhetorics and realities (2e.)*. Basinstoke, Macmillan.
- Lemieux, T., MacLeod, W. B., & Parent, D. (2009). Performance Pay and Wage Inequality\*. *Quarterly Journal of Economics*, 124(1), 1-49.
- Leroy, H., Anseel, F., Dimitrova, N. G., & Sels, L. (2013). Mindfulness, authentic functioning, and work engagement: A growth modeling approach. *Journal of Vocational Behavior*, 82(3), 238-247.
- Levy, P. E., & Williams, J. R. (2004). The social context of performance appraisal: A review and framework for the future. *Journal of Management*, 30(6), 881-905.
- Lewicka, D., & Krot, K. (2015). The model of HRM-trust-commitment relationships. *Industrial Management & Data Systems*, 115(8), 1457-1480.
- Li, J. (2003). Strategic human resource management and MNEs' performance in China. *International Journal of Human Resource Management*, 14(2), 157-173.
- Li, X., Sanders, K., & Frenkel, S. (2012). How leader-member exchange, work engagement and HRM consistency explain Chinese luxury hotel employees' job performance. *International Journal of Hospitality Management*, 31(4), 1059-1066.
- Liao, H., Toya, K., Lepak, D. P., & Hong, Y. (2009). Do they see eye to eye? Management and employee perspectives of high-performance work systems and influence processes on service quality. *Journal of Applied Psychology*, 94(2), 371-391.
- Liden, R. C., Sparrowe, R. T., & Wayne, S. J. (1997). Leader-member exchange theory: The past and potential for the future. *Research in Personnel and Human Resources Management*, 15, 47-120.
- Lin, Y. S., Huang, W. S., Yang, C. T., & Chiang, M. J. (2014). Work-leisure conflict and its associations with well-being: The roles of social support, leisure participation and job burnout. *Tourism Management*, 45, 244-252.
- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry* (Vol. 75). Sage.

- Ling Suan, C., & Mohd Nasurdin, A. (2016). Supervisor support and work engagement of hotel employees in Malaysia: Is it different for men and women?. *Gender in Management: An International Journal*, 31(1), 2-18.
- Liu, Y., Combs, J. G., Ketchen, D. J., & Ireland, R. D. (2007). The value of human resource management for organizational performance. *Business Horizons*, 50(6), 503-511.
- Lively, K. J. (2000). Reciprocal emotion management working together to maintain stratification in private law firms. *Work and Occupations*, 27(1), 32-63.
- Lively, K. J., & Powell, B. (2006). Emotional expression at work and at home: Domain, status, or individual characteristics?. *Social Psychology Quarterly*, 69(1), 17-38.
- Lockwood, N. R. (2007). *Leveraging employee engagement for competitive advantage*. Society for Human Resource Management Research Quarterly, 1, 1-12.
- Loi, R., Hang-Yue, N., & Foley, S. (2006). Linking employees' justice perceptions to organizational commitment and intention to leave: The mediating role of perceived organizational support. *Journal of Occupational and Organizational Psychology*, 79(1), 101-120.
- Loi, R., Ao, O. K., & Xu, A. J. (2014). Perceived organizational support and coworker support as antecedents of foreign workers' voice and psychological stress. *International Journal of Hospitality Management*, 36(1), 23-30.
- López-Gamero, M. D., Molina-Azorín, J. F., & Claver-Cortes, E. (2009). The whole relationship between environmental variables and firm performance: Competitive advantage and firm resources as mediator variables. *Journal of Environmental Management*, 90(10), 3110-3121.
- Loscocco, K. A., & Spitze, G. (1990). Working conditions, social support, and the well-being of female and male factory workers. *Journal of Health and Social Behavior*, 31(4), 313-327.
- Lowry, P. B., & Gaskin, J. (2014). Partial least squares (PLS) structural equation modeling (SEM) for building and testing behavioral causal theory: When to choose it and how to use it. *IEEE Transactions on Professional Communication*, 57(2), 123-146.
- Lu, K., Zhu, J., & Bao, H. (2015). High-performance human resource management and firm performance: The mediating role of innovation in China. *Industrial Management & Data Systems*, 115(2), 353-382.
- Luk, D. M., & Shaffer, M. A. (2005). Work and family domain stressors and support: Within-and cross-domain influences on work-family conflict. *Journal of Occupational and Organizational Psychology*, 78(4), 489-508.
- Luna-Arocas, R., & Camps, J. (2007). A model of high performance work practices and turnover intentions. *Personnel Review*, 37(1), 26-46.

- Lytle, R. S. (1997). *Service orientation, market orientation, and performance: An Organizational Culture Perspective*. University Microfilms.
- M. Karatepe, O., & Demir, E. (2014). Linking core self-evaluations and work engagement to work-family facilitation: A study in the hotel industry. *International Journal of Contemporary Hospitality Management*, 26(2), 307-323.
- Ma, S., Silva, M. G., Callan, V. J., & Trigo, V. (2015). Control and commitment HR practices, job satisfaction and turnover intentions: a comparison between local and multinational firms in China. *The International Journal of Human Resource Management*, 27(9), 974-990.
- Mackay, M. M., Allen, J. A., & Landis, R. S. (2017). Investigating the incremental validity of employee engagement in the prediction of employee effectiveness: A meta-analytic path analysis. *Human Resource Management Review*, 27(1), 108-120.
- Macky, K., & Boxall, P. (2007). The relationship between 'high-performance work practices' and employee attitudes: an investigation of additive and interaction effects. *The International Journal of Human Resource Management*, 18(4), 537-567.
- Masum, A. K. M., Azad, M. A. K., & Beh, L. S. (2015). The role of human resource management practices in bank performance. *Total Quality Management & Business Excellence*, 27(3-4), 382-397.
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3-30.
- Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2009). *Employee engagement: Tools for analysis, practice, and competitive advantage*. John Wiley & Sons.
- MacDuffie, J. P. (1995). Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry. *Industrial & Labor Relations Review*, 48(2), 197-221.
- MacKinnon, D. P. (2000). Contrasts in multiple mediator models. In J. Rose, L. Chassin, C. C. Presson, & S. J. Sherman (Eds.), *Multi-variate applications in substance use research: New methods for new questions* (141-160). Mahwah, NJ: Erlbaum
- MacKinnon, D. P. (2008). *Introduction to Statistical Mediation Analysis*. Routledge.
- MacLeod, D., & Clarke, N. (2009). *Engaging for success: enhancing performance through employee engagement: a report to government*. PsycEXTRA Dataset
- Maertz, C. P., Stevens, M. J., & Campion, M. A. (2003). A turnover model for the Mexican maquiladoras. *Journal of Vocational Behavior*, 63(1), 111-135.

- Maertz, C. P., Griffeth, R. W., Campbell, N. S., & Allen, D. G. (2007). The effects of perceived organizational support and perceived supervisor support on employee turnover. *Journal of Organizational Behavior*, 28(8), 1059-1075.
- Majumder, M. T. H. (2012). Human resource management practices and employees' satisfaction towards private banking sector in Bangladesh. *International Review of Management and Marketing*, 2(1), 52-58.
- Manion, J. (2004). Strengthening organizational commitment: Understanding the concept as a basis for creating effective workforce retention strategies. *The Health Care Manager*, 23(2), 167-176.
- Mansour, N., Gara, E., & Gaha, C. (2014). Getting inside the black box: HR practices and firm performance within the Tunisian financial services industry. *Personnel Review*, 43(4), 490-514.
- Marescaux, E., De Winne, S., & Sels, L. (2012). HR practices and HRM outcomes: The role of basic need satisfaction. *Personnel Review*, 42(1), 4-27.
- Martin, A., Mactaggart, D., & Bowden, J. (2006). The barriers to the recruitment and retention of supervisors/managers in the Scottish tourism industry. *International Journal of Contemporary Hospitality Management*, 18(5), 380-397.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397-422.
- Maslach, C., & Leiter, M. P. (1997). *The truth about burnout: how organization cause, personal stress and what to do about it*. San. Rancisco: Jossey-Bass.
- Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93(3), 498-512.
- Maslow, A. H., Frager, R., & Cox, R. (1970). *Motivation and Personality* (Vol. 2). J. Fadiman, & C. McReynolds (Eds.). New York: Harper & Row.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171-194.
- Mathieu, A., Bruvold, N. T., & Ritchey, P. N. (2000). Subcultural research on organizational commitment with the 15 OCQ invariant instrument. *Journal of Personal Selling & Sales Management*, 20(3), 129-138.
- Mauno, S., Kinnunen, U., & Ruokolainen, M. (2007). Job demands and resources as antecedents of work engagement: A longitudinal study. *Journal of Vocational Behavior*, 70(1), 149-171.
- May, D. R., Gilson, R. L., & 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), 11-37.

- Mellahi, K., Demirbag, M., Collings, D. G., Tatoglu, E., & Hughes, M. (2013). Similarly different: a comparison of HRM practices in MNE subsidiaries and local firms in Turkey. *The International Journal of Human Resource Management*, 24(12), 2339-2368.
- Menaghan, E. G. (1991). Work experiences and family interaction processes: the long reach of the job?. *Annual Review of Sociology*, 17(1), 419-444.
- Mendelson, H., & Pillai, R. R. (1999). Information age organizations, dynamics and performance. *Journal of Economic Behavior & Organization*, 38(3), 253-281.
- Meng, F., & Wu, J. (2015). Merit pay fairness, leader-member exchange, and job engagement: Evidence from mainland China. *Review of Public Personnel Administration*, 35(1), 47-69.
- Menguc, B., & Boichuk, J. P. (2012). Customer orientation dissimilarity, sales unit identification, and customer-directed extra-role behaviors: Understanding the contingency role of coworker support. *Journal of Business Research*, 65(9), 1357-1363.
- Menguc, B., Auh, S., Fisher, M., & Haddad, A. (2013). To be engaged or not to be engaged: The antecedents and consequences of service employee engagement. *Journal of Business Research*, 66(11), 2163-2170.
- Meyer, J. P., Paunonen, S. V., Gellatly, I. R., Goffin, R. D., & Jackson, D. N. (1989). Organizational commitment and job performance: It's the nature of the commitment that counts. *Journal of Applied Psychology*, 74(1), 152-156.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538-551.
- Meyer, J.P., & Allen, N.J. (1997). *Commitment in the Workplace: Theory, Research and Application*. Sage, Thousand Oaks, CA.
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11(3), 299-326.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20-52.
- Meyer, J., Becker, T., & Van Dick, R. (2007). Social identities and commitments at work: Toward an integrative model. In *Human Resources Abstracts* 27(5), 665-683.



- Meyer, J. P., & Maltin, E. R. (2010). Employee commitment and well-being: A critical review, theoretical framework and research agenda. *Journal of Vocational Behavior*, 77(2), 323-337.
- Mian, A. (2003). Foreign, private domestic, and government banks: New evidence from emerging markets. *Journal of Banking and Finance*, 27(7), 1219-1410.
- Miller, P. (1987). Strategic industrial relations and human resource management: distinction, definition and recognition. *Journal of Management Studies*, 24(4), 347-361.
- Miller, N. G., Erickson, A., & Yust, B. L. (2001). Sense of place in the workplace: The relationship between personal objects and job satisfaction and motivation. *Journal of Interior Design*, 27(1), 35-44.
- Milgrom, P., & Roberts, J. (1995). Complementarities and fit strategy, structure, and organizational change in manufacturing. *Journal of Accounting and Economics*, 19(2), 179-208.
- Moideenkutty, U., Al-Lamki, A., & Sree Rama Murthy, Y. (2011). HRM practices and organizational performance in Oman. *Personnel Review*, 40(2), 239-251.
- Mohapatra, M., & Sharma, B. R. (2010). Study of employee engagement and its predictors in an indian public sector undertaking. *Global Business Review*, 11(2), 281-301.
- Mondy, R. W., & Noe, R. M. (2005). *Human Resource Management Ninth Edition: International Edition*. New Jersey: Pearson Prentice Hall
- Mone, E. M., & London, M. (2014). *Employee engagement through effective performance management: A practical guide for managers*. Routledge.
- Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior?. *Academy of Management Journal*, 41(3), 351-357.
- Morley, M. J., Gunnigle, P., O'Sullivan, M., & Collings, D. G. (2006). New directions in the roles and responsibilities of the HRM function. *Personnel Review*, 35(6), 609-617.
- Motowidlo, S. J. (1983). Predicting sales turnover from pay satisfaction and expectation. *Journal of Applied Psychology*, 68(3), 484-489.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organization linkage. The Psychology of Commitment Absenteeism, and Turn Over*. Academic Press Inc. London.

- Mueller, F. (1996). Human resources as strategic assets: an evolutionary resource-based theory. *Journal of Management Studies*, 33(6), 757-785.
- Munn, E. K., Berber, C. E., & Fritz, J. J. (1996). Factors affecting the professional well-being of child life specialists. *Children's Health Care*, 25(2), 71-91.
- Murphy, K. R., & Cleveland, J. (1995). *Understanding performance appraisal: Social, Organizational, and Goal-based Perspectives*. Sage.
- Murrell, A. J., & Dietz, B. (1992). Fan support of sport teams: The effect of a common group identity. *Journal of Sport and Exercise Psychology*, 14(1), 28-39.
- N. Theriou, G., & Chatzoglou, P. (2014). The impact of best HRM practices on performance—identifying enabling factors. *Employee Relations*, 36(5), 535-561.
- Nahum-Shani, I., Bamberger, P. A., & Bacharach, S. B. (2011). Social support and employee well-being the conditioning effect of perceived patterns of supportive exchange. *Journal of Health and Social Behavior*, 52(1), 123-139.
- Nahum-Shani, I., & Bamberger, P. A. (2011). Work hours, retirement, and supportive relations among older adults. *Journal of Organizational Behavior*, 32(2), 345-369.
- Nahum-Shani, I., & Bamberger, P. A. (2011). Explaining the variable effects of social support on work-based stressor–strain relations: The role of perceived pattern of support exchange. *Organizational Behavior and Human Decision Processes*, 114(1), 49-63.
- Narsavage, D. (Ed.). (2008). *A History of Human Resources Management*. Alexandria, VA: Society for Human Resources Management.
- Nasomboon, B. (2014). The Relationship among Leadership Commitment, Organizational Performance, and Employee Engagement. *International Business Research*, 7(9), 77-90.
- Nazir, S., Shafi, A., Qun, W., Nazir, N., & Tran, Q. D. (2016). Influence of organizational rewards on organizational commitment and turnover intentions. *Employee Relations*, 38(4), 596-619.
- Nazir, O., & Islam, J. U. (2017). Enhancing organizational commitment and employee performance through employee engagement: An empirical check. *South Asian Journal of Business Studies*, 6(1), 98-114.
- Neuman, W. L. (1997). *Social research methods: qualitative and quantitative approaches*. Allyn & Bacon. Needham Heights, USA.
- Neuman, W. L. (2000). *Social research method*. University of Wisconsin at Whitewater.

- Ngo, H. Y., Jiang, C. Y., & Loi, R. (2014). Linking HRM competency to firm performance: an empirical investigation of Chinese firms. *Personnel Review*, 43(6), 898-914.
- Nguyen C. V., Islam A. M., & Ali M. M. (2011). *The Current State of the Financial Sector of Bangladesh: An Analysis*. AIUB Bus Econ Working Paper Series, No. 2011-03.
- Nishii, L. H., Lepak, D. P., & Schneider, B. (2008). Employee attributions of the “why” of HR practices: Their effects on employee attitudes and behaviors, and customer satisfaction. *Personnel Psychology*, 61(3), 503-545.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2010). *Manajemen Sumber Daya Manusia: Mencapai Keunggulan Bersaing*. Human Resources Management: Gaining a Competitive Advantage.
- Northcraft, T., & Neale, H. (1996). Organisation behaviour. *London: Prentice-Hall*.
- Nwagwu, CC (1997). *The environment of crisis in the Nigerian Education System*. *Journal of Comparative Education*, 33(1), 87-95.
- Nugent, P. D., & Abolafia, M. Y. (2006). The creation of trust through interaction and exchange the role of consideration in organizations. *Group & Organization Management*, 31(6), 628-650.
- Nunnally, J. (1978). *Psychometric Theory*. New York: McGraw-Hill.
- O'Donohue, W., & Torugsa, N. (2016). The moderating effect of ‘Green’HRM on the association between proactive environmental management and financial performance in small firms. *The International Journal of Human Resource Management*, 27(2), 239-261.
- Onwuegbuzie, A. J., & Leech, N. L. (2007). Sampling designs in qualitative research: Making the sampling process more public. *The qualitative report*, 12(2), 238-254.
- O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71(3), 492-499.
- Ogunyomi, P., & Bruning, N. S. (2015). Human resource management and organizational performance of small and medium enterprises (SMEs) in Nigeria. *The International Journal of Human Resource Management*, 27(6), 612-634.
- Ostrom, E. (2010). Beyond markets and states: polycentric governance of complex economic systems. *The American Economic Review*, 100(3), 641-672.
- Othman, N., & Nasurdin, A. M. (2013). Social support and work engagement: a study of Malaysian nurses. *Journal of Nursing Management*, 21(8), 1083-1090.
- Pallant, J. (2007). *SPSS survival manual: A step-by-step guide to data analysis using SPSS version 15*. Maidenhead, Berkshire, England: McGraw-Hill Education.

- Pallant, J. (2011). *SPSS survival manual: A step by step guide to data analysis using SPSS* (4th ed.). Crows Nest, Australia: McGraw-Hill International.
- Panaccio, A., & Vandenberghe, C. (2009). Perceived organizational support, organizational commitment and psychological well-being: A longitudinal study. *Journal of Vocational Behavior, 75*(2), 224-236.
- Panari, C., Guglielmi, D., Simbula, S., & Depolo, M. (2010). Can an opportunity to learn at work reduce stress? A revisit of the job demand-control model. *Journal of Workplace Learning, 22*(3), 166-179.
- Papalexandris, N., & Galanaki, E. (2009). Leadership's impact on employee engagement: Differences among entrepreneurs and professional CEOs. *Leadership & Organization Development Journal, 30*(4), 365-385.
- Parker, S. K., & Griffin, M. A. (2011). Understanding active psychological states: Embedding engagement in a wider nomological net and closer attention to performance. *European Journal of Work and Organizational Psychology, 20*(1), 60-67.
- Parzefall, M. R., & Hakanen, J. (2010). Psychological contract and its motivational and health-enhancing properties. *Journal of Managerial Psychology, 25*(1), 4-21.
- Payne, S. C., & Huffman, A. H. (2005). A longitudinal examination of the influence of mentoring on organizational commitment and turnover. *Academy of Management Journal, 48*(1), 158-168.
- Payne, M. (2005). *The Path from an Administrative to a Strategic Function: A Comparative Study of Human Resource Managers' Competencies*. Available on ProQuest Dissertations and Theses database. (UMI No. 304909568). Ph.D. Thesis.
- Pereira, C. M., & Gomes, J. F. (2012). The strength of human resource practices and transformational leadership: impact on organisational performance. *The International Journal of Human Resource Management, 23*(20), 4301-4318.
- Perrin, T. (2003). *Working today: Understanding what drives employee engagement*. Retrieved on January 22, 2015.
- Perrone, V., Zaheer, A., & McEvily, B. (2003). Free to be trusted? Organizational constraints on trust in boundary spanners. *Organization Science, 14*(4), 422-439.
- Perugini, M., & Gallucci, M. (2001). Individual differences and social norms: The distinction between reciprocators and prosocials. *European Journal of Personality, 15*(1), 19-35.
- Perugini, M., Gallucci, M., Presaghi, F., & Ercolani, A. P. (2003). The personal norm of reciprocity. *European Journal of Personality, 17*(4), 251-283.

- Peterson, R. B., & Lewin, D. (2000). Research on unionized grievance procedures: Management issues and recommendations. *Human Resource Management, 39*(4), 395-406.
- Peterson, R. A., & Kim, Y. (2013). On the relationship between coefficient alpha and composite reliability. *Journal of Applied Psychology, 98*(1), 194-198.
- Petrocelli, J. V. (2003). Hierarchical multiple regression in counseling research: Common problems and possible remedies. *Measurement and Evaluation in Counseling and Development, 36*(1), 9-22.
- Pfeffer, J. (1998). *The Human Equation: Building Profits by Putting People First*. Harvard Business Press.
- Pfeffer, J. (2010). Building sustainable organizations: The human factor. *The Academy of Management Perspectives, 24*(1), 34-45.
- Piasna, A., Smith, M., Rose, J., Rubery, J., Burchell, B., & Rafferty, A. (2013). Participatory HRM practices and job quality of vulnerable workers. *The International Journal of Human Resource Management, 24*(22), 4094-4115.
- Pizam, A., & Thornburg, S. W. (2000). Absenteeism and voluntary turnover in Central Florida hotels: a pilot study. *International Journal of Hospitality Management, 19*(2), 211-217.
- Plaza-Úbeda, J. A., de Burgos-Jiménez, J., & Carmona-Moreno, E. (2010). Measuring stakeholder integration: knowledge, interaction and adaptational behavior dimensions. *Journal of Business Ethics, 93*(3), 419-442.
- Podsakoff, P. M., & Organ, D. W. (1986). Self-reports in organizational research: Problems and prospects. *Journal of Management, 12*(4), 531-544.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*(5), 879.
- Pokrant, B. (2001). Economic Development in Bangladesh: Recent Trends. *Curtin University of Technology* viewed on 10 August 2015, <[http://www.sueztosuva.org.au/south\\_asia/2007/Pokrant.pdf](http://www.sueztosuva.org.au/south_asia/2007/Pokrant.pdf)>.
- Popaitoon, S., & Siengthai, S. (2014). The moderating effect of human resource management practices on the relationship between knowledge absorptive capacity and project performance in project-oriented companies. *International Journal of Project Management, 32*(6), 908-920.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology, 59*(5), 603-609.
- Porter, M. (2006). Leader as strategist: Create a unique position. *Leadership Excellence,*

23(6), 6-7.

- Poyraz, K., & Kama, U. B. (2008). Perceived job security, job satisfaction, examining their impact on organizational commitment and intention to leave the job. *Süleyman Demirel University Journal of Economics and Administrative Sciences*, 13 (2), 143-164.
- Prajapati, B., Dunne, M., & Armstrong, R. (2010). Sample size estimation and statistical power analyses. *Optometry Today*, 16(07), 10-18.
- Presbitero, A. (2017). How do changes in human resource management practices influence employee engagement? A longitudinal study in a hotel chain in the Philippines. *Journal of Human Resources in Hospitality & Tourism*, 16(1), 56-70.
- Price, J. L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower*, 22(7), 600-624.
- Probst, T. M. (2003). Development and validation of the Job Security Index and the Job Security Satisfaction Scale: A classical test theory and IRT approach. *Journal of Occupational and Organizational Psychology*, 76(4), 451-467.
- Pugliesi, K. (1995). Work and well-being: Gender differences in the psychological consequences of employment. *Journal of Health and Social Behavior*, 36(1), 57-71.
- Purang, P., & Sharma, A. (2007). Value Institutionalization Enhances Commitment: Perspective of Culture in Indian Organisations. *Indian Journal of Industrial Relations*, 43(1), 13-32.
- Qureshi, T. M., Akbar, A. K., & MA, S. RA, & Hijazi, ST (2010). *Do Human Resource Management Practices Have an Impact on Financial Performance of Banks?* African Journal of Business Management, 4(7), 1281-1288.
- Raeder, S., Knorr, U., & Hilb, M. (2012). Human resource management practices and psychological contracts in Swiss firms: an employer perspective. *The International Journal of Human Resource Management*, 23(15), 3178-3195.
- Rahman, S., Pervin, J., Jahan, S., Nasrullah, N., & Begum, N. (2011). Socio-economic development of Bangladesh: the role of Islami Bank Bangladesh Limited. *World*, 1(4), 85-94.
- Rahman, M. M., Uddin, M. J., & Mia, M. A. S. (2012). The Role of Human Resource Management practices on Job Satisfaction and Organizational Commitment in Banking Sector of Bangladesh-A Comparative Analysis. *Journal of Faculty of Business Administration (JFBA)*, 9(1), 1-14.
- Rai, A., Ghosh, P., Chauhan, R., & Mehta, N. K. (2017). Influence of job characteristics on engagement: does support at work act as moderator?. *International Journal of Sociology and Social Policy*, 37(1/2), 86-105.

- Raihan, S., Khondker, B. H., Ferdous, F. B., & Uddin, S. A. H. (2015). *Bangladesh Country Paper: Employment Effects of Different Development Policy Instruments*. Workin paper on Swiss Programme for Research on Global Issues for Development.
- Ram, P., & Prabhakar, G. V. (2011). The role of employee engagement in work-related outcomes. *Interdisciplinary Journal of Research in Business*, 1(3), 47-61.
- Ramayah, T., Lee, J. W. C., & In, J. B. C. (2011). Network collaboration and performance in the tourism sector. *Service Business*, 5(4), 411-428.
- Ramdani, B., Mellahi, K., Guermat, C., & Kechad, R. (2014). The efficacy of high performance work practices in the Middle East: Evidence from Algerian firms. *The International Journal of Human Resource Management*, 25(2), 252-275.
- Rana, M., & Hossain, M. N. (2014). Human Resource Management (HRM) Practices of the Banking Sector in Bangladesh: A Comparative Study. *Banglavisoin Research Journal*, 14(1), 1-10.
- Rana, S., Ardichvili, A., & Tkachenko, O. (2014). A theoretical model of the antecedents and outcomes of employee engagement: Dubin's method. *Journal of Workplace Learning*, 26(3/4), 249-266.
- Randall, D. M., & Cote, J. A. (1991). Interrelationships of work commitment constructs. *Work and Occupations*, 18(2), 194-211.
- Rees, C., Alfes, K., & Gatenby, M. (2013). Employee voice and engagement: connections and consequences. *The International Journal of Human Resource Management*, 24(14), 2780-2798.
- Reichers, A. E. (1985). A review and reconceptualization of organizational commitment. *Academy of Management Review*, 10(3), 465-476.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: the contribution of perceived organizational support. *Journal of Applied Psychology*, 86(5), 825-836.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of Applied Psychology*, 87(4), 698-714.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617-635.
- Richman, A. (2006). Everyone wants an engaged workforce how can you create it? *Workspan*, 49(1), 36-39.
- Richardsen, A. M., Burke, R. J., & Martinussen, M. (2006). Work and health outcomes among police officers: The mediating role of police cynicism and engagement. *International Journal of Stress Management*, 13(4), 555-574.

- Ringle, C. M., Sarstedt, M., & Straub, D. (2012). A critical look at the use of PLS-SEM. *MIS Quarterl*, 36(1), 3-14.
- Ritzer, G., & Trice, H. M. (1969). *An occupation In conflict: A study of the Personnel Manager*. Ilr Pr.
- Robert Jr, L. P., Dennis, A. R., & Ahuja, M. K. (2008). Social capital and knowledge integration in digitally enabled teams. *Information Systems Research*, 19(3), 314-334.
- Robertson, I. T., & Cooper, C. L. (2010). Full engagement: the integration of employee engagement and psychological well-being. *Leadership & Organization Development Journal*, 31(4), 324-336.
- Robertson, I. T., Jansen Birch, A., & Cooper, C. L. (2012). Job and work attitudes, engagement and employee performance: Where does psychological well-being fit in?. *Leadership & Organization Development Journal*, 33(3), 224-232.
- Robinson, D., Perryman, S., & Hayday, S. (2004). *The drivers of employee engagement*. Institute for Employment Studies, Brighton.
- Robison, J. (2012, January 5). *Boosting engagement at Stryker*. Gallup Management Journal. Retrieved from <http://gmj.gallup.com/content/150956/Boosting-Engagement-Stryker.aspx>.
- Roscoe, J. T. (1975). *Fundamental Research Statistics for the Behavioral Sciences* [by] John T. Roscoe. Holt, Rinehart and Winston, New York, NY..
- Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative Science Quarterly*, 46(4), 655-684.
- Rousseau, D. M., & Greller, M. M. (1994). Human resource practices: Administrative contract makers. *Human Resource Management*, 33(3), 385-401.
- Rousseau, V., Salek, S., Aubé, C., & Morin, E. M. (2009). Distributive justice, procedural justice, and psychological distress: the moderating effect of coworker support and work autonomy. *Journal of Occupational Health Psychology*, 14(3), 305-317.
- Rutledge, T. (2009). *Getting engaged: The new workplace loyalty*. Mattanie Press.
- Ryan, C., Ghazali, H., & Mohsin, A. (2011). Determinants of intention to leave a non-managerial job in the fast-food industry of West Malaysia. *International Journal of Contemporary Hospitality Management*, 23(3), 344-360.
- Saher, N., & Mayrhofer, W. (2014). The role of Vartan Bhanji in implementing HRM practices in Pakistan. *The International Journal of Human Resource Management*, 25(13), 1881-1903.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.



- Salami, S. O. (2010). Career plateauing and work attitudes: Moderating effects of mentoring others with Nigerian employees. *Europe's Journal of Psychology*, 6(4), 71-92.
- Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: the mediation of service climate. *Journal of Applied Psychology*, 90(6), 1217-1227.
- Salkind, N. J. (1997). *Exploring Research*. (3<sup>rd</sup> Ed.). New Jersey, Upper Saddle River, Prentice Hall, Inc.
- Samina, Q. S., & Alam Md. R. (2011). Promotional Activity Involvement of Commercial Banks: A Comparative Analysis among Three Generation Banks in Bangladesh. *International Review of Business Research Papers*. 7(5), 35-52
- Sarker, M. A. R. (2014). Increasing employee job satisfaction as well as organizational performance through effective HRM practices in private commercial banking sector of Bangladesh. *Journal of Economics and Sustainable Development*, 5(10), 157-164.
- Sarti, D. (2014). Job Resources as Antecedents of Engagement at Work: Evidence from a Long-Term Care Setting. *Human Resource Development Quarterly*, 25(2), 213-237.
- Sawang, S. (2012). Is there an inverted U-shaped relationship between job demands and work engagement: The moderating role of social support?. *International Journal of Manpower*, 33(2), 178-186.
- Schat, A. C., & Kelloway, E. K. (2003). Reducing the adverse consequences of workplace aggression and violence: the buffering effects of organizational support. *Journal of Occupational Health Psychology*, 8(2), 110-122.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92.
- Schaufeli, W., & Salanova, M. (2007). *Work engagement*. Managing Social and Ethical Issues in Organizations, 135-177.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293-315.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire a cross-national study. *Educational and Psychological Measurement*, 66(4), 701-716.
- Schaufeli, W. B., Taris, T. W., & Van Rhenen, W. (2008). Workaholism, burnout, and work engagement: three of a kind or three different kinds of employee well-being?. *Applied Psychology*, 57(2), 173-203.

- Schaufeli, W. B., & Bakker, A. B. (2010). *Defining and measuring work engagement: Bringing clarity to the concept*. *Work engagement: A Handbook of Essential Theory and Research*, 10-24.
- Schmitt, N. (1994). Method bias: The importance of theory and measurement. *Journal of Organizational Behavior*, 15(5), 393-398.
- Schneider, B., & Bowen, D. E. (2010). *Winning the Service Game*. Springer US.
- Schneider, B., White, S. S., & Paul, M. C. (1998). Linking service climate and customer perceptions of service quality: Tests of a causal model. *Journal of Applied Psychology*, 83(2), 150-163.
- Scholl, R. W. (1981). Differentiating organizational commitment from expectancy as a motivating force. *Academy of Management Review*, 6(4), 589-599.
- Schuler, R. S., & Jackson, S. E. (1987). Linking competitive strategies with human resource management practices. *The Academy of Management Executive*, 1(3), 207-219.
- Schuler, R. S., & MacMillan, I. C. (1984). Gaining competitive advantage through human resource management practices. *Human Resource Management*, 23(3), 241-255.
- Seers, A., McGee, G. W., Serey, T. T., & Graen, G. B. (1983). The interaction of job stress and social support: A strong inference investigation. *Academy of Management Journal*, 26(2), 273-284.
- Seiger, C. P., & Wiese, B. S. (2009). Social support from work and family domains as an antecedent or moderator of work–family conflicts?. *Journal of Vocational Behavior*, 75(1), 26-37.
- Sekaran, U. (2003). *Research Methods for Business*. Hoboken.
- Sekaran, U., & Bougie, R. (2003). *Research Methods for Business: A Skill-building Approach*. USA: John Willey & Sons.
- Sekaran, U., & Bougie, R. (2010). Edisi 5. *Research methods for business: A skill building approach*. Wiley.
- Sekaran, U., & Bougie, R. (2013). Edisi 6. *Research Methods for Business*. Wiley.
- Selenko, E., Mäkikangas, A., Mauno, S., & Kinnunen, U. (2013). How does job insecurity relate to self-reported job performance? Analysing curvilinear associations in a longitudinal sample. *Journal of Occupational and Organizational Psychology*, 86(4), 522-542.
- Selvarajan, T. T., Cloninger, P. A., & Singh, B. (2013). Social support and work–family conflict: A test of an indirect effects model. *Journal of Vocational Behavior*, 83(3), 486-499.

- Şenol, F. (2011). The Effect of Job Security on the Perception of External Motivational Tools: A Study in Hotel Businesses. *Journal of Economic and Social Studies*, 1(2), 33-67.
- Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: Perceived organizational support, leader–member exchange, and employee reciprocity. *Journal of Applied Psychology*, 81(3), 219-227.
- Shahnawaz, M. G., & Juyal, R. C. (2006). Human resource management practices and organizational commitment in different organizations. *Journal of the Indian Academy of Applied Psychology*, 32(3), 171-178.
- Shantz, A., Alfes, K., Truss, C., & Soane, E. (2013). The role of employee engagement in the relationship between job design and task performance, citizenship and deviant behaviours. *The International Journal of Human Resource Management*, 24(13), 2608-2627.
- Shantz, A., Alfes, K., & Latham, G. P. (2014). The Buffering Effect of Perceived Organizational Support on the Relationship Between Work Engagement and Behavioral Outcomes. *Human Resource Management*, 55(1), 25-38.
- Sharma, Y., & Sharma, B. R. (2010). Search for the Drivers of Employee Engagement among Executives of a Manufacturing Organisation. *Management and Labour Studies*, 35(2), 189-207.
- Sharma, B. R., & Joshi, R. J. (2001). Determinants of organisational commitment in a manufacturing organisation in the private sector. *Indian Journal of Industrial Relations*, 37(2), 199-216.
- Sharma, J., & Dhar, R. L. (2016). Factors influencing job performance of nursing staff: mediating role of affective commitment. *Personnel Review*, 45(1), 161-182.
- SheeMun, Y., Suhaimi, M. N., Abdullah, S. S., Rahman, S. A., & Mat, N. K. N. (2013). Employee Engagement: A Study from the Private Sector in Malaysia. *Human Resource Management Research*, 3(1), 43-48.
- Shen, J., & Leggett, C. (2014). The effects of hukou (official household residential status) on perceived human resource management practices and organizational justice in China. *Personnel Review*, 43(2), 168-183.
- Sheth, J. N. (1996). Organizational buying behavior: past performance and future expectations. *Journal of Business & Industrial Marketing*, 11(3/4), 7-24.
- Sherony, K. M., & Green, S. G. (2002). Coworker exchange: relationships between coworkers, leader-member exchange, and work attitudes. *Journal of Applied Psychology*, 87(3), 542-548.
- Shore, L. M., & Barksdale, K. (1998). Examining degree of balance and level of obligation in the employment relationship: A social exchange approach. *Journal of Organizational Behavior*, 19(1), 731-744.

- Showail, S. J., McLean Parks, J., & Smith, F. L. (2013). Foreign workers in Saudi Arabia: a field study of role ambiguity, identification, information-seeking, organizational support and performance. *The International Journal of Human Resource Management*, 24(21), 3957-3979.
- Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89-110.
- Shuck, B., Twyford, D., Reio, T. G., & Shuck, A. (2014). Human Resource Development Practices and Employee Engagement: Examining the Connection With Employee Turnover Intentions. *Human Resource Development Quarterly*, 25(2), 239-270.
- Shuck, B., & Reio, T. G. (2011). The employee engagement landscape and HRD: how do we link theory and scholarship to current practice?. *Advances in Developing Human Resources*, 13(4), 419-428.
- Shuck, B. (2011). Integrative Literature Review: Four Emerging Perspectives of Employee Engagement: An Integrative Literature Review. *Human Resource Development Review*, 10(3), 304-328.
- Shuck, B., Ghosh, R., Zigarmi, D., & Nimon, K. (2013). The jingle jangle of employee engagement further exploration of the emerging construct and implications for workplace learning and performance. *Human Resource Development Review*, 12(1), 11-35.
- Shuck, B., & Reio, T. G. (2014). Employee engagement and well-being a moderation model and implications for practice. *Journal of Leadership & Organizational Studies*, 21(1), 43-58.
- Shuck, B., Reio Jr, T. G., & Rocco, T. S. (2011). Employee engagement: An examination of antecedent and outcome variables. *Human Resource Development International*, 14(4), 427-445.
- Shuck, B., Owen, J., Manthos, M., Quirk, K., & Rhoades, G. (2016). Co-workers with benefits: The influence of commitment uncertainty and status on employee engagement in romantic workplace relationships. *Journal of Management Development*, 35(3), 382-393.
- Shumaker, S. A., & Brownell, A. (1984). Toward a theory of social support: Closing conceptual gaps. *Journal of social issues*, 40(4), 11-36.
- Sikorska-Simmons, E. (2005). Predictors of organizational commitment among staff in assisted living. *The Gerontologist*, 45(2), 196-205.
- Simons, T., & Enz, C. A. (1995). Motivating Hotel Employees. *Cornell Hotel and Restaurant Administration Quarterly*, 36(1), 20-27.
- Simpson, M. R. (2009). Predictors of work engagement among medical-surgical registered nurses. *Western journal of nursing research*, 31(1), 44-65.

- Sims, R. R. (1994). Human resource management's role in clarifying the new psychological contract. *Human Resource Management, 33*(3), 373-382.
- Singh, R. N., Bhagat, M., & Mohanty, R. P. (2011). Pay Satisfaction and Organizational Commitment: Moderating Role of Employee's Cultural Values'. *Vilakshan: The XIMB Journal of Management, 7*(3), 37-51.
- Singh, S., Sidhu, J., Joshi, M., & Kansal, M. (2016). Measuring intellectual capital performance of Indian banks: A public and private sector comparison. *Managerial Finance, 42*(7), 635-655.
- Singh, R., & Nayak, J. K. (2015). Mediating role of stress between work-family conflict and job satisfaction among the police officials: Moderating role of social support. *Policing: An International Journal of Police Strategies & Management, 38*(4), 738-753.
- Singleton, R. A., & Bruce, C. Straits (2005): *Approaches to Social Research*. Nueva York: Oxford University Press.
- Slattery, J. P., Selvarajan, T. T., Anderson, J. E., & Sardesai, R. (2010). Relationship between job characteristics and attitudes: A study of temporary employees. *Journal of Applied Social Psychology, 40*(6), 1539-1565.
- Slåtten, T., & Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: A study from the hospitality industry. *Managing Service Quality: An International Journal, 21*(1), 88-107.
- Sloan, M. M. (2004). The effects of occupational characteristics on the experience and expression of anger in the workplace. *Work and Occupations, 31*(1), 38-72.
- Sloan, M. M., Newhouse, R. J. E., & Thompson, A. B. (2013). Counting on coworkers race, social support, and emotional experiences on the job. *Social Psychology Quarterly, 76*(4), 343-372.
- Sonnentag, S., & Fritz, C. (2007). The Recovery Experience Questionnaire: development and validation of a measure for assessing recuperation and unwinding from work. *Journal of Occupational Health Psychology, 12*(3), 204-221.
- Spencer, D. G. (1986). Employee voice and employee retention. *Academy of Management Journal, 29*(3), 488-502.
- Snell, S. A., Youndt, M. A., & Wright, P. M. (1996). *Establishing a framework for research in strategic human resource management: Merging resource theory and organizational learning*. *Research in Personnel and Human Resources Management, 61-90*.
- Snell, S., & Bohlander, G. (2007). *Training and development: Managing human resources*. South-Western Cengage Learning.

- Snell, S., & Bohlander, G. (2013). *Managing Human Resources*. South-Western. Australia, Cengage Learning.
- Soane, E., Shantz, A., Alfes, K., Truss, C., Rees, C., & Gatenby, M. (2013). The Association of Meaningfulness, Well-Being, and Engagement with Absenteeism: A Moderated Mediation Model. *Human Resource Management*, 52(3), 441-456.
- Sonnentag, S. (2003). Recovery, work engagement, and proactive behavior: a new look at the interface between nonwork and work. *Journal of Applied Psychology*, 88(3), 518-528.
- Sonnentag, S. (2012). Psychological detachment from work during leisure time: The benefits of mentally disengaging from work. *Current Directions in Psychological Science*, 21(2), 114-118.
- Sora, B., Caballer, A., & Peiró, J. M. (2011). Consequences of job insecurity. The moderating role of organizational support from a multilevel perspective. *Psicothema*, 23(3), 394-400.
- Saunders, M. Lewis. P., and Thornhill, A. (2012). *Research methods for business students*. Harlow, England: Financial Times Prentice Hall.
- Spector, P. E. (1997). *Job satisfaction: Application, Assessment, Causes, and Consequences* (Vol. 3). Sage.
- Spector, P. E. (1994). Using self-report questionnaires in OB research: A comment on the use of a controversial method. *Journal of Organizational Behavior*, 15(5), 385-392.
- Spell, C. S., & Arnold, T. (2007). An appraisal perspective of justice, structure, and job control as antecedents of psychological distress. *Journal of Organizational Behavior*, 28(6), 729-751.
- Srivastava, A. P., & Dhar, R. L. (2016). Impact of Leader member exchange, human resource management practices and psychological empowerment on extra role performances: the mediating role of organisational commitment. *International Journal of Productivity and Performance Management*, 65(3), 351-377.
- Staufenbiel, T., & König, C. J. (2010). A model for the effects of job insecurity on performance, turnover intention, and absenteeism. *Journal of Occupational and Organizational Psychology*, 83(1), 101-117.
- Strazdins, L., D'Souza, R. M., L-Y Lim, L., Broom, D. H., & Rodgers, B. (2004). Job strain, job insecurity, and health: rethinking the relationship. *Journal of Occupational Health Psychology*, 9(4), 296-305.
- Steensma, H., & Visser, E. (2007). Procedural justice and supervisors' personal power bases: effects on employees' perceptions of performance appraisal sessions, commitment, and motivation. *Journal of Collective Negotiations*, 31(2), 101-118.

- Stone, M. (1974). Cross-validators choice and assessment of statistical predictions. *Journal of The Royal Statistical Society. Series B (Methodological)*, 36(2), 111-147.
- Stone, E. F., & Hollenbeck, J. R. (1984). Some issues associated with the use of moderated regression. *Organizational Behavior and Human Performance*, 34(2), 195-213.
- Stone, D. N., Deci, E. L., & Ryan, R. M. (2009). Beyond talk: Creating autonomous motivation through self-determination theory. *Journal of General Management*, 34(3), 75-91.
- Storey, J. (1992). *Developments in the management of human resources: an analytical review*. Blackwell.
- Storey, J. (1995). Is HRM catching on?. *International Journal of Manpower*, 16(4), 3-10.
- Strom, D. L., Sears, K. L., & Kelly, K. M. (2014). Work engagement the roles of organizational justice and leadership style in predicting engagement among employees. *Journal of Leadership & Organizational Studies*, 21(1), 71-82.
- Sturges, J., Guest, D., Conway, N., & Davey, K. M. (2002). A longitudinal study of the relationship between career management and organizational commitment among graduates in the first ten years at work. *Journal of Organizational Behavior*, 23(6), 731-748.
- Suan, C. L., & Mohd Nasurdin, A. (2014). Do Human Resource Management Practices Affect Employees' Service-Oriented Organizational Citizenship Behavior? Evidence from the Malaysian Hotel Industry. *World Applied Sciences Journal*, 31(2), 253-266.
- Suan, C. L., & Nasurdin, A. M. (2013). Role clarity, supervisory support, peer support, and work engagement of customer-contact employees in hotels: A future research agenda. *Tourisms: An International Multidisciplinary Journal of Tourism*, 8(1), 315-329.
- Suan Choo, L., Mat, N., & Al-Omari, M. (2013). Organizational practices and employee engagement: a case of Malaysia electronics manufacturing firms. *Business Strategy Series*, 14(1), 3-10.
- Sulea, C., Virga, D., Maricutoiu, L. P., Schaufeli, W., Zaborila Dumitru, C., & Sava, F. A. (2012). Work engagement as mediator between job characteristics and positive and negative extra-role behaviors. *Career Development International*, 17(3), 188-207.
- Suliman, A. M., & Iles, P. A. (2000). The multi-dimensional nature of organisational commitment in a non-western context. *Journal of Management Development*, 19(1), 71-83.

- Suliman, A. A., & Al-Junaibi, Y. (2010). Commitment and turnover intention in the UAE oil industry. *The International Journal of Human Resource Management*, 21(9), 1472-1489.
- Sundin, L., Hochwalder, J., & Lisspers, J. (2010). A longitudinal examination of generic and occupational specific job demands, and work-related social support associated with burnout among nurses in Sweden. *Work (Reading, Mass.)*, 38(4), 389-400.
- Susskind, A. M., Kacmar, K. M., & Borchgrevink, C. P. (2003). Customer service providers' attitudes relating to customer service and customer satisfaction in the customer-server exchange. *Journal of Applied Psychology*, 88(1), 179-187.
- Sverke, M., Hellgren, J., & Naswall, K. (2002). No security: a meta-analysis and review of job insecurity and its consequences. *Journal of Occupational Health Psychology*, 7(3), 242-264.
- Swales, S. (2002). Organizational commitment: a critique of the construct and measures. *International Journal of Management Reviews*, 4(2), 155-178.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Multivariate analysis of variance and covariance*. Using Multivariate Statistics, 402-407.
- Tabachnick, B. G., & Fidell, L. S. (2013). *Using multivariate statistics (6<sup>th</sup> edition)*. Boston, MA: Allyn and Bacon.
- Taipale, S., Selander, K., Anttila, T., & Natti, J. (2011). Work engagement in eight European countries: The role of job demands, autonomy, and social support. *International Journal of Sociology and Social Policy*, 31(7/8), 486-504.
- Takeuchi, R., Lepak, D. P., Wang, H., & Takeuchi, K. (2007). An empirical examination of the mechanisms mediating between high-performance work systems and the performance of Japanese organizations. *Journal of Applied Psychology*, 92(4), 1069-1083.
- Takeuchi, N., & Takeuchi, T. (2013). Committed to the organization or the job? Effects of perceived HRM practices on employees' behavioral outcomes in the Japanese healthcare industry. *The International Journal of Human Resource Management*, 24(11), 2089-2106.
- Tekleab, A. G., & Chiaburu, D. S. (2011). Social exchange: Empirical examination of form and focus. *Journal of Business Research*, 64(5), 460-466.
- Talukder, M. F. H., Hossain, M. Y., & Hossain, M. N. (2014). HRM practice in commercial banks: A case study of Bangladesh. *Journal of Business and Management*, 16(2), 29-36
- Tan, C. L., & Nasurdin, A. M. (2011). Human resource management practices and organizational innovation: assessing the mediating role of knowledge management effectiveness. *Electronic Journal of Knowledge Management*, 9(2), 155-167.



- Tang, T. W., & Tang, Y. Y. (2012). Promoting service-oriented organizational citizenship behaviors in hotels: The role of high-performance human resource practices and organizational social climates. *International Journal of Hospitality Management*, 31(3), 885-895.
- Tansky, J. W., & Cohen, D. J. (2001). The relationship between organizational support, employee development, and organizational commitment: An empirical study. *Human Resource Development Quarterly*, 12(3), 285-300.
- Taylor, S. (2005). HRM in small firms: Hunting the Snark? In S. Marlow, D. Patton, & M. Ram (Eds.), *Managing labour in small firms*. London: Routledge.
- Teclémichael Tessema, M., & Soeters, J. L. (2006). Challenges and prospects of HRM in developing countries: testing the HRM–performance link in the Eritrean civil service. *The international Journal of Human Resource Management*, 17(1), 86-105.
- Tekleab, A. G., Takeuchi, R., & Taylor, M. S. (2005). Extending the chain of relationships among organizational justice, social exchange, and employee reactions: The role of contract violations. *Academy of Management Journal*, 48(1), 146-157.
- Ten Brummelhuis, L. L., Bakker, A. B., Hetland, J., & Keulemans, L. (2012). Do new ways of working foster work engagement?. *Psicothema*, 24(1), 113-120.
- Tenenhaus, M., Amato, S., & Esposito Vinzi, V. (2004, June). A global goodness-of-fit index for PLS structural equation modelling. In *Proceedings of the XLII SIS Scientific Meeting*, Padova: CLEUP, 739-742.
- Teo, T., Lee, C. B., & Chai, C. S. (2008). Understanding pre-service teachers' computer attitudes: applying and extending the technology acceptance model. *Journal of Computer Assisted Learning*, 24(2), 128-143.
- Thoits, P. A. (2011). Perceived social support and the voluntary, mixed, or pressured use of mental health services. *Society and Mental Health*, 1(1), 4-19.
- Thomas, L. T., & Ganster, D. C. (1995). Impact of family-supportive work variables on work-family conflict and strain: a control perspective. *Journal of Applied Psychology*, 80(1), 6-15.
- Thompson, G., Buch, R., & Kuvaas, B. (2017). Political skill, participatory decision-making and organizational commitment. *Personnel Review*, 46(4), 740-749.
- Timms, C., Brough, P., O'Driscoll, M., Kalliath, T., Siu, O. L., Sit, C., & Lo, D. (2015). Flexible work arrangements, work engagement, turnover intentions and psychological health. *Asia Pacific Journal of Human Resources*, 53(1), 83-103.
- Treen, D. (2000). Feature Editorial-Strategic Human Resources-Some CEOs get it... that HR has a crucial role to play in rolling out strategy. Others need to get it still. *Ivey Business Journal*, 64(3), 62-67.

- Trevor, C. O., Gerhart, B., & Boudreau, J. W. (1997). Voluntary turnover and job performance: Curvilinearity and the moderating influences of salary growth and promotions. *Journal of Applied Psychology, 82*(1), 44-61.
- Trigg, R. (1985). *Understanding social science: A philosophical introduction to the social sciences*. Basil Blackwell.
- Triguero-Sánchez, R., C. Peña-Vinces, J., & Sánchez-Apellániz, M. (2013). Hierarchical distance as a moderator of HRM practices on organizational performance. *International Journal of Manpower, 34*(7), 794-812.
- Trincherro, E., Brunetto, Y., & Borgonovi, E. (2013). Examining the antecedents of engaged nurses in Italy: Perceived Organisational Support (POS); satisfaction with training and development; discretionary power. *Journal of Nursing Management, 21*(6), 805-816.
- Trochim, W., & Donnelly, J. P. (2006). *The research methods knowledge base (3rd ed.)*. Mason, OH: Thomson Publishing.
- Truss, C., Shantz, A., Soane, E., Alfes, K., & Delbridge, R. (2013). Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory. *The International Journal of Human Resource Management, 24*(14), 2657-2669.
- Tsai, W. C., Chen, C. C., & Liu, H. L. (2007). Test of a model linking employee positive moods and task performance. *Journal of Applied Psychology, 92*(6), 1570-1583.
- Tsai, W. C., Chen, H. W., & Cheng, J. W. (2009). Employee positive moods as a mediator linking transformational leadership and employee work outcomes. *The International Journal of Human Resource Management, 20*(1), 206-219.
- Tsui, A. S. (2004). Contributing to global management knowledge: A case for high quality indigenous research. *Asia Pacific Journal of Management, 21*(4), 491-513.
- Tummers, L., Steijn, B., Nevicka, B., & Heerema, M. (2016). The effects of leadership and job autonomy on vitality: survey and experimental evidence. *Review of Public Personnel Administration, 1-23*. doi.org/10.1177/0734371X16671980
- Turner, R. J., & Marino, F. (1994). Social support and social structure: A descriptive epidemiology. *Journal of Health and Social Behavior, 35*(3), 193-212.
- Uddin, M. J., & Rahman, M. M. Measurement of Employees' Job Satisfaction on HRM Practices of Commercial Banks in Bangladesh. *In Proceedings of 11th Asian Business Research Conference, BIAM Foundation, Dhaka, Bangladesh*.
- Ugaddan, R. G., & Park, S. M. (2017). Quality of leadership and public service motivation: A social exchange perspective on employee engagement. *International Journal of Public Sector Management, 30*(3), 270-285.

- Ugwu, C. C., & Okojie, J. O. (2017). Human resource management (HRM) practices and work engagement in Nigeria: The mediating role of psychological capital (PSYCAP). *International Journal of Social Sciences and Humanities Review*, 6(4), 71-87.
- Uhl-Bien, M., & Maslyn, J. M. (2003). Reciprocity in manager-subordinate relationships: Components, configurations, and outcomes. *Journal of Management*, 29(4), 511-532.
- Ulrich, D., & Lake, D. G. (1990). *Organizational capability: Competing from the inside out*. John Wiley & Sons.
- Urbach, N., & Ahlemann, F. (2010). Structural equation modeling in information systems research using partial least squares. *JITTA: Journal of Information Technology Theory and Application*, 11(2), 5-40.
- Vandenberghe, C., Bentein, K., & Stinglhamber, F. (2004). Affective commitment to the organization, supervisor, and work group: Antecedents and outcomes. *Journal of Vocational Behavior*, 64(1), 47-71.
- Van De Voorde, K., & Beijer, S. (2015). The role of employee HR attributions in the relationship between high-performance work systems and employee outcomes. *Human Resource Management Journal*, 25(1), 62-78.
- Van den Broeck, A., Vansteenkiste, M., De Witte, H., & Lens, W. (2008). Explaining the relationships between job characteristics, burnout, and engagement: The role of basic psychological need satisfaction. *Work & Stress*, 22(3), 277-294.
- Van der Heijden, B. I. J. M., Kümmerling, A., Van Dam, K., Van der Schoot, E., Estryne-Béhar, M., & Hasselhorn, H. M. (2010). The impact of social support upon intention to leave among female nurses in Europe: Secondary analysis of data from the NEXT survey. *International Journal of Nursing Studies*, 47(4), 434-445.
- van der Velde, M. E., Bossink, C. J., & Jansen, P. G. (2003). Gender differences in the influence of professional tenure on work attitudes. *Sex Roles*, 49(3-4), 153-162.
- Van Dick, R. (2001). Identification in organizational contexts: Linking theory and research from social and organizational psychology. *International Journal of Management Reviews*, 3(4), 265-283.
- van Gelderen, B. R., & Bik, L. W. (2016). Affective organizational commitment, work engagement and service performance among police officers. *Policing: An International Journal of Police Strategies & Management*, 39(1), 206-221.
- Van Jaarsveld, D. D., & Yanadori, Y. (2011). Compensation management in outsourced service organizations and its implications for quit rates, absenteeism and workforce performance: Evidence from Canadian call centres. *British Journal of Industrial Relations*, 49(1), 1-26.

- Vanhala, S., & Stavrou, E. (2013). Human resource management practices and the HRM-performance link in public and private sector organizations in three Western societal clusters. *Baltic Journal of Management*, 8(4), 416-437.
- Verardi, V., & Croux, C. (2008). Robust regression in Stata. *Stata Journal*, 9(3), 439–453.
- Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1-17.
- Vecina, M. L., Chacón, F., Marzana, D., & Marta, E. (2013). Volunteer engagement and organizational commitment in nonprofit organizations: what makes volunteers remain within organizations and feel happy?. *Journal of Community Psychology*, 41(3), 291-302.
- Vemic´-Đurkovic´, J., Jotic´, J., & Maric´, R. (2013). A comparative analysis of contribution of human resource management to organizational performance of banks in Serbia. *Industrija*, 41(4), 91–107.
- Vera, M., Martínez, I. M., Lorente, L., & Chambel, M. J. (2015). The Role of Co-worker and Supervisor Support in the Relationship Between Job Autonomy and Work Engagement Among Portuguese Nurses: A Multilevel Study. *Social Indicators Research*, 126(3), 1143-1156.
- Vincent-Höper, S., Muser, C., & Janneck, M. (2012). Transformational leadership, work engagement, and occupational success. *Career Development International*, 17(7), 663-682.
- Vinzi, V. E., Chin, W. W., Henseler, J., & Wang, H. (2010). Perspectives on partial least squares. In *Handbook of Partial Least Squares* (pp. 1-20). Springer Berlin Heidelberg.
- Viswesvaran, C., Sanchez, J. I., & Fisher, J. (1999). The role of social support in the process of work stress: A meta-analysis. *Journal of Vocational Behavior*, 54(2), 314-334.
- Volpone, S. D., Avery, D. R., & McKay, P. F. (2012). Linkages between racioethnicity, appraisal reactions, and employee engagement. *Journal of Applied Social Psychology*, 42(1), 252-270.
- Vosburgh, R. M. (2007). The evolution of HR: Developing HR as an internal consulting organization. *Human Resource Planning*, 30(3), 11-16.18-23
- Walton, R. E. (1985). *From Control to Commitment in the Workplace: In factory after factory, there is a revolution under way in the management of work*. US Dept. of Labor, Bureau of Labor-Management Relations and Cooperative Programs.
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40(1), 82-111.

- Weiss, H. M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 12(2), 173-194.
- Welch, M. (2011). The evolution of the employee engagement concept: communication implications. *Corporate Communications: An International Journal*, 16(4), 328-346.
- Westman, M. (2001). Stress and strain crossover. *Human Relations*, 54(6), 717-751.
- Wetzels, M., Odekerken-Schröder, G., & Van Oppen, C. (2009). Using PLS path modeling for assessing hierarchical construct models: Guidelines and empirical illustration. *MIS Quarterly*, 33(1), 177-195.
- Whelan, T. J. (2007). Anonymity and confidentiality: Do survey respondents know the difference. In *Poster presented at the 30th annual meeting of the Society of Southeastern Social Psychologists, Durham, NC*.
- Wiener, Y. (1982). Commitment in organizations: A normative view. *Academy of Management Review*, 7(3), 418-428.
- Wiesner, R., McDonald, J., & Banham, H. C. (2007). Australian small and medium sized enterprises (SMEs): A study of high performance management practices. *Journal of Management & Organization*, 13(03), 227-248.
- Wijnmaalen, J., Heyse, L., & Voordijk, H. (2016). Organisational commitment and turnover intentions in humanitarian organisations. *International Journal of Human Resources Development and Management*, 16(1-2), 47-66.
- Wiley, C. (1997). What motivates employees according to over 40 years of motivation surveys. *International Journal of Manpower*, 18(3), 263-280.
- Wilkinson, A., Dundon, T., & Grugulis, I. (2007). Information but not consultation: exploring employee involvement in SMEs. *The International Journal of Human Resource Management*, 18(7), 1279-1297.
- Wilkinson, A., & Fay, C. (2011). New times for employee voice?. *Human Resource Management*, 50(1), 65-74.
- Wilson, B., & Henseler, J. (2007). *Modeling reflective higher-order constructs using three approaches with PLS path modeling: a Monte Carlo Comparison*. ANZMAC.
- Witt, L. A., & Carlson, D. S. (2006). The work-family interface and job performance: moderating effects of conscientiousness and perceived organizational support. *Journal of Occupational Health Psychology*, 11(4), 343-357.
- Wollard, K. K., & Shuck, B. (2011). Antecedents to employee engagement a structured review of the Literature. *Advances in Developing Human Resources*, 13(4), 429-446.

- Woods, S. A., & Sofat, J. A. (2013). Personality and engagement at work: the mediating role of psychological meaningfulness. *Journal of Applied Social Psychology, 43*(11), 2203-2210.
- Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993). Toward a theory of organizational creativity. *Academy of Management Review, 18*(2), 293-321.
- Wong, J. Y., & Lin, J. H. (2007). The role of job control and job support in adjusting service employee's work-to-leisure conflict. *Tourism Management, 28*(3), 726-735.
- World Fact Book (2014). *Section: Bangladesh*. Accessed on 20<sup>th</sup> November, 2015.
- Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management, 18*(2), 295-320.
- Wright, P. M., McMahan, G. C., & McWilliams, A. (1994). Human resources and sustained competitive advantage: a resource-based perspective. *International journal of Human Resource Management, 5*(2), 301-326.
- Wright, P. M., & Snell, S. A. (1991). Toward an integrative view of strategic human resource management. *Human Resource Management Review, 1*(3), 203-225.
- Wright, P. M., Gardner, T. M., & Moynihan, L. M. (2003). The impact of HR practices on the performance of business units. *Human Resource Management Journal, 13*(3), 21-36.
- Wright, P. M., & Kehoe, R. R. (2008). Human resource practices and organizational commitment: A deeper examination. *Asia Pacific Journal of Human Resources, 46*(1), 6-20.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the job demands-resources model. *International Journal of Stress Management, 14*(2), 121-124.
- Xanthopoulou, D., Baker, A. B., Heuven, E., Demerouti, E., & Schaufeli, W. B. (2008). Working in the sky: a diary study on work engagement among flight attendants. *Journal of Occupational Health Psychology, 13*(4), 345-356.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of Occupational and Organizational Psychology, 82*(1), 183-200.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Reciprocal relationships between job resources, personal resources, and work engagement. *Journal of Vocational Behavior, 74*(3), 235-244.
- Xu, J., & Cooper Thomas, H. (2011). How can leaders achieve high employee engagement?. *Leadership & Organization Development Journal, 32*(4), 399-416.

- Yalabik, Z. Y., Popaitoon, P., Chowne, J. A., & Rayton, B. A. (2013). Work engagement as a mediator between employee attitudes and outcomes. *The International Journal of Human Resource Management*, 24(14), 2799-2823.
- Yang, H., & Fu, H. (2009). Contemporary human resource management issues and concerns in the hotel industry: Identifying the priorities. *International Journal of Organizational Innovation*, 2(1), 201-224.
- Yasin Ghadi, M., Fernando, M., & Caputi, P. (2013). Transformational leadership and work engagement: The mediating effect of meaning in work. *Leadership & Organization Development Journal*, 34(6), 532-550.
- Ye, J., Marinova, D., & Singh, J. (2007). Strategic change implementation and performance loss in the front lines. *Journal of Marketing*, 71(4), 156-171.
- Yeganeh, H., & Su, Z. (2008). An examination of human resource management practices in Iranian public sector. *Personnel Review*, 37(2), 203-221.
- Yeh, C. M. (2013). Tourism involvement, work engagement and job satisfaction among frontline hotel employees. *Annals of Tourism Research*, 42(1), 214-239.
- Yin, R. K. (2003). Case study research design and methods third edition. *Applied Social Research Methods series, Thousand Oaks, CA: Sage Publications, Inc. Afacan, Y., & Erbug, C. (2009). An interdisciplinary heuristic evaluation method for universal building design. Journal of Applied Ergonomics*, 40, 731-744.
- Yoon, D., Jang, J., & Lee, J. (2016). Environmental management strategy and organizational citizenship behaviors in the hotel industry: The mediating role of organizational trust and commitment. *International Journal of Contemporary Hospitality Management*, 28(8), 1577-1597.
- Young-Ybarra, C., & Wiersema, M. (1999). Strategic flexibility in information technology alliances: The influence of transaction cost economics and social exchange theory. *Organization Science*, 10(4), 439-459.
- Young, S., Bartram, T., Stanton, P., & Leggat, S. G. (2010). High performance work systems and employee well-being: a two stage study of a rural Australian hospital. *Journal of Health Organization and Management*, 24(2), 182-199.
- Youndt, M. A., Snell, S. A., Dean, J. W., & Lepak, D. P. (1996). Human resource management, manufacturing strategy, and firm performance. *Academy of Management Journal*, 39(4), 836-866.
- Yousef, D. A. (2002). Job satisfaction as a mediator of the relationship between role stressors and organizational commitment: A study from an Arabic cultural perspective. *Journal of Managerial Psychology*, 17(4), 250-266.
- Yu, B. B., & Egri, C. P. (2005). Human resource management practices and affective organizational commitment: A comparison of Chinese employees in a state-owned

- enterprise and a joint venture. *Asia Pacific Journal of Human Resources*, 43(3), 332-360.
- Zaitouni, M., Sawalha, N. N., and Sharif, A. E., (2011), The Impact of Human Resource Management Practices on Organizational Commitment in the Banking Sector in Kuwait, *International Journal of Business and Management*, 6(6), 108-123.
- Zakaria, N., Zainal, S. R. M., & Nasurdin, A. M. (2011). Investigating the role of human resource management practices on the performance of SME: A conceptual framework. *Journal of Global Management*, 3(1), 74-92.
- Zangaro, G. A. (2001, April). Organizational commitment: A concept analysis. In *Nursing forum* 36(2), 14-21. Blackwell Publishing Ltd.
- Zedeck, S. (1971). Problems with the use of " moderator" variables. *Psychological Bulletin*, 76(4), 295-310.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (1996). *Services Marketing*. McGraw Hill. New York.
- Zhang, T., C. Avery, G., Bergsteiner, H., & More, E. (2014). Do follower characteristics moderate leadership and employee engagement?. *Journal of Global Responsibility*, 5(2), 269-288.
- Zheng, C. (2009). Keeping talents for advancing service firms in Asia. *Journal of Service Management*, 20(5), 482-502.
- Zikmund, W. G. (2003). *Sample designs and sampling procedures*. Business research methods, 368-400.
- Zikmund, W.G., Babin, B.J., Carr, J.C. & Griffin, M. (2010). *Business research methods*. 9th edn, Canada: South-Western Cengage Learning.
- Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2012). *Business research methods*. Cengage Learning.
- Zhou, J. (2003). When the presence of creative coworkers is related to creativity: role of supervisor close monitoring, developmental feedback, and creative personality. *Journal of Applied Psychology*, 88(3), 413-422.
- Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal*, 44(4), 682-696.
- Zhu, W., Avolio, B. J., & Walumbwa, F. O. (2009). Moderating role of follower characteristics with transformational leadership and follower work engagement. *Group & Organization Management*, 34(5), 590-619.



- Zhu, C. J., Cooper, B. K., Fan, D., & De Cieri, H. (2013). HR practices from the perspective of managers and employees in multinational enterprises in China: Alignment issues and implications. *Journal of World Business*, 48(2), 241-250.
- Zopiatis, A., Constanti, P., & Theodorou, A. L. (2014). Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus. *Tourism Management*, 41(1), 129-140.



## APPENDICES

### APPENDIX A

Table 3.1

*The number of employees and branches located in the Dhaka city*

Sl. No	Name of the Banks	No. of Branches			No. of Employees		
		Total	Dhaka City	%	Total	Dhaka City	%
1	AB Bank Limited	93	19	0.20	2220	635	0.29
2	Al-Arafah Islami Bank	119	30	0.25	2649	935	0.35
3	Bank Asia Ltd.	91	29	0.32	1773	791	0.45
4	BRAC Bank Ltd.	97	25	0.26	6886	2485	0.36
5	City Bank	112	27	0.24	2535	856	0.34
6	Dhaka Bank	81	21	0.26	1503	546	0.36
7	Dutch-Bangla Bank	145	33	0.23	5556	1770	0.32
8	Eastern Bank	76	20	0.26	1559	574	0.37
9	EXIMBANK	87	21	0.24	2515	850	0.34
10	First Security Islami Bank Limited	137	25	0.18	2673	683	0.26
11	ICB Islamic Bank Limited	33	13	0.39	617	340	0.55
12	IFIC Bank	120	28	0.23	2527	825	0.33
13	Islami Bank	294	39	0.13	13574	2521	0.19
14	Jamuna Bank Ltd.	97	24	0.25	2204	763	0.35
15	Mercantile Bank Ltd.	100	23	0.23	1962	632	0.32
16	Mutual Trust Bank Ltd.	103	25	0.24	1586	539	0.34
17	National Bank Ltd.	179	29	0.16	4236	961	0.23
18	National Credit and Commerce Bank Ltd.	103	27	0.26	2277	836	0.37
19	One Bank Limited	77	20	0.26	1861	677	0.36
20	Premier Bank Ltd.	92	21	0.23	1350	431	0.32
21	Prime Bank	140	33	0.24	2867	946	0.33
22	Pubali Bank	434	56	0.13	7645	1381	0.18
23	Rupali Bank	535	55	0.10	4293	618	0.14
24	Shahjalal Islami Bank Ltd.	93	24	0.26	2145	775	0.36
25	Social Islami Bank Limited	100	26	0.26	1922	700	0.36
26	Southeast Bank	113	27	0.24	1780	595	0.33
27	Standard Bank Limited	96	21	0.22	1548	474	0.31
28	Trust Bank Limited	89	21	0.24	1610	532	0.33
29	United Commercial Bank Ltd.	139	34	0.24	3445	1180	0.34
30	Uttara Bank	223	56	0.25	3730	1311	0.35
<b>Total</b>		<b>4198</b>	<b>852</b>	<b>0.20</b>	<b>93048</b>	<b>27161</b>	<b>0.29</b>

Source: Data collected from the annual reports of the banks for the purposes of this study

## APPENDIX B: Questionnaire



Dear Respondent,

I am a doctoral student at Universiti Utara Malaysia (UUM). I am going to conduct a research regarding employee engagement among employees in private commercial banks in Dhaka city, Bangladesh. The purpose of this study is to understand the human resource management (HRM) practices of your banks that may affect your work-related behavior and attitudes.

In this regard, your deliberate participation is extremely appreciated. The questionnaire is designed to collect your personal opinion regarding HRM practices of your banks. It is to inform you that your responses will be highly confidential and only used as an aggregated data for the academic research purposes.

It is requested to read the instructions carefully before attaining every single section of the questionnaire. You are requested to give only one answer for each question and make sure that all the questions are filled up properly. Once you will complete the questionnaire, please put it in the envelope so that I can collect it personally at your convenient. If you have any queries regarding questionnaire or study, please contact with me anytime at the following contact details.

Thank you very much in advance for spending your valuable time to complete this questionnaire.

Yours sincerely,

Alima Aktar, PhD Student

Email: [alima.uum@gmail.com](mailto:alima.uum@gmail.com), Contact No. 01918366398

School of Business Management (SBM)

College of Business (COB)

Universiti Utara Malaysia (UUM)

**Part 1: Research Variables**

**Instructions:** Please *TICK* (✓) in the appropriate box that is suitable to you. All information received on this form will only be used for the purpose of **academic research** and **will be strictly held in confidentiality**.

**1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree**

No.	Items	Scale				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Employee Engagement</b>						
1	At my work, I feel that I am bursting with energy					
2	I find the work that I do full of meaning and purpose					
3	Time flies when I'm working					
4	At my job, I feel strong and vigorous					
5	I am enthusiastic about my job					
6	When I am working, I forget everything else around me					
7	My job inspires me					
8	When I get up in the morning, I feel like going to work					
9	I feel happy when I am working intensely					
10	I am proud of the work that I do					
11	I am immersed in my work					
12	I can continue working for very long periods at a time					
13	To me, my job is challenging					
14	I get carried away when I'm working					
15	At my job, I am very resilient, mentally					
16	It is difficult to detach myself from my job					
17	At my work I always persevere, even when things do not go well					
<b>Performance Feedback</b>						
1	My manager gives me sufficient information about work goals					
2	My manager gives me feedback on my performance					
3	My manager gives me feedback on how I can improve my work performance					
<b>Job Security</b>						
1	I can stay in the bank for as long as I wish.					
2	It is difficult to dismiss employees from this bank.					
3	Job security is almost guaranteed to employees in this bank.					
4	If the bank were facing economic problems, employees in this job would be the last to get cut.					

No.	Items	Scale				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Career Advancement</b>						
1	I have clear career paths in this bank.					
2	I have a very strong future within this bank.					
3	My career aspirations within this bank are known by immediate supervisors.					
4	Employees in this job who desire promotion have more than one potential position they could be promoted to.					
<b>Training &amp; Development</b>						
1	Extensive training and development programs are offered by the bank to improve my job skills.					
2	Employees in this bank normally go through training programs every few years.					
3	There are formal training programs to teach new hires the skills they need to perform their jobs.					
4	Formal training programs are offered to employees in order to increase their promotability in this bank.					
<b>Rewards &amp; Recognition</b>						
1	Employees in this bank receive a pay raise for improving the level of performance.					
2	If I improve the level of performance, I get more freedom to do my work in this bank.					
3	If I improve the level of service to the bank, I get more challenging work assignments.					
4	People I work with in this bank show a respect for better performance.					
5	If I improve the level of job performance, I receive a praise from my manager					
6	Employees in this bank receive a public recognition (e.g. employee of the month/year) for their excellent job performance					
7	Employees in this bank receive a token of appreciation (e.g. lunch) for improving the level of service to the bank.					
<b>Employee Participation</b>						
1	Employees in this bank are allowed to make many decisions.					
2	Employees in this bank are often asked by their supervisor to participate in decisions.					
3	Employees are provided the opportunity to suggest improvements in the way things are done.					

4	Superiors keep open communications with employees in this bank.					
---	---	--	--	--	--	--

No.	Items	Scale				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Supervisor Support</b>						
1	My immediate supervisor in this bank demonstrates trust and confidence on me.					
2	My immediate supervisor in this bank treats me with dignity and respect.					
3	My immediate supervisor in this bank gives me authority to do the job.					
4	My immediate supervisor in this bank is concerned about the well-being of those employees under him					
<b>Co-Worker Support</b>						
1	My colleagues in this bank provide helpful information or advice about my work.					
2	My colleagues in this bank provide clear and helpful feedback about my work.					
3	The people I work with in this bank are helpful in getting the job done					
4	People I work with are competent in doing their jobs.					
<b>Perceived Organizational Support</b>						
1	My bank really cares about my well-being.					
2	My bank strongly considers my goals and values.					
3	My bank shows a strong concern for me					
4	My bank cares about my opinions.					
5	My bank is willing to help me if I need a special favor.					
6	Help is available from my bank when I have a problem.					
7	My bank would forgive an honest mistake on my part.					
8	If given the opportunity, my organization never try to take advantage of me					

No.	Items	Scale				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Organizational Commitment</b>						
1	I would be happy to spend the rest of my career with this bank.					
2	I enjoy discussing about my bank with people outside it.					
3	I really feel as if this bank's problems are my own.					
4	I think that I could not easily become attached to another bank as I am to this one.					
5	I feel like 'part of the family' at my bank.					
6	I feel 'emotionally attached' to this bank.					
7	This bank has a great deal of personal meaning for me.					
8	I feel a strong sense of belonging to my bank.					
9	I am afraid of what might happen if I quit my job without having another one lined up.					
10	It would be very hard for me to leave my bank right now, even if I wanted to.					
11	Too much in my life would be disrupted if I decide I wanted to leave my bank now.					
12	It would be too costly for me to leave my bank now.					
13	Right own, staying with my bank is a matter of necessity as much as desire.					
14	I feel that I have too few options to consider leaving this bank.					
15	One of the few serious consequences of leaving this bank would be the scarcity of available alternatives.					
16	One of the major reasons I continue to work in this bank is that leaving would require considerable personal sacrifice and the current benefits may not match with other banks.					
17	I think that people these days move from bank to bank too often.					
18	I believe that an employee must always be loyal to his or her bank.					
19	Jumping from bank to bank seems unethical for me.					
20	One of the major reasons I continue in this bank is that loyalty is important, and therefore feel a sense of moral obligation to remain.					
21	If I got another better offer for a better job elsewhere, I would not feel it was right to leave my bank.					
22	I was taught to believe in the value of remaining loyal to one bank.					

23	Things were better in days when people stayed with one bank for most of their careers.					
24	I think that wanting to be a 'company man' or 'company woman' is sensible.					

**Part 2: Respondent Profile**

1. Gender:     Male                     Female

2. Marital status:     Married         Single

3. Age:     Less than 30 year         30 to 35 years         36 to 40 years   

More than 40 years

4. How long have you been working for this Bank (approximately):

Less than 3 years     3-5 years     6-10 years         11-15 years       

More than 15 years

5. Your educational level attained:     Bachelor degree         Master or equivalent

MBA     others (Please specify):

6. Total experiences in the banking sector including current experience (approximately):

years

**Thank you for your time and efforts!!**



## APPENDIX C

Table 4.3

*Results of Common Method Bias using Harman's (1976) single-factor test*

Components	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	21.187	25.527	25.527	21.187	25.527	25.527
2	4.404	5.306	30.832			
3	4.072	4.906	35.738			
4	2.982	3.592	39.330			
5	2.553	3.076	42.406			
6	2.158	2.600	45.006			
7	2.102	2.533	47.539			
8	1.912	2.303	49.842			
9	1.862	2.243	52.085			
10	1.698	2.046	54.130			
11	1.668	2.009	56.140			
12	1.523	1.835	57.974			
13	1.454	1.752	59.726			
14	1.399	1.686	61.412			
15	1.276	1.538	62.950			
16	1.178	1.420	64.370			
17	1.159	1.396	65.766			
18	1.126	1.356	67.122			
19	1.077	1.297	68.419			
20	1.047	1.262	69.681			
21	0.995	1.199	70.879			
22	0.951	1.146	72.025			
23	0.917	1.105	73.130			
24	0.902	1.087	74.216			
25	0.847	1.020	75.236			
26	0.819	0.987	76.224			
27	0.775	0.934	77.157			
28	0.763	0.919	78.077			
29	0.733	0.883	78.959			
30	0.701	0.845	79.804			
31	0.680	0.820	80.624			
32	0.656	0.790	81.414			
33	0.616	0.742	82.156			

34	0.610	0.735	82.890
35	0.593	0.714	83.604
36	0.570	0.687	84.291
37	0.549	0.662	84.953
38	0.534	0.643	85.596
39	0.525	0.632	86.228
40	0.510	0.614	86.842
41	0.498	0.600	87.443
42	0.463	0.558	88.000
43	0.461	0.556	88.556
44	0.447	0.539	89.095
45	0.422	0.508	89.603
46	0.421	0.507	90.110
47	0.388	0.468	90.578
48	0.380	0.457	91.035
49	0.373	0.449	91.485
50	0.369	0.445	91.929
51	0.353	0.425	92.354
52	0.335	0.404	92.758
53	0.325	0.392	93.149
54	0.314	0.379	93.528
55	0.302	0.364	93.892
56	0.296	0.357	94.249
57	0.291	0.351	94.600
58	0.281	0.339	94.939
59	0.271	0.326	95.265
60	0.259	0.312	95.577
61	0.246	0.297	95.874
62	0.239	0.288	96.162
63	0.231	0.278	96.440
64	0.224	0.270	96.710
65	0.215	0.259	96.969
66	0.211	0.254	97.222
67	0.190	0.228	97.451
68	0.181	0.218	97.668
69	0.172	0.207	97.876
70	0.170	0.205	98.080
71	0.164	0.198	98.278
72	0.152	0.184	98.462
73	0.147	0.177	98.639
74	0.141	0.170	98.808

75	0.133	0.161	98.969
76	0.131	0.158	99.127
77	0.124	0.149	99.276
78	0.116	0.140	99.416
79	0.113	0.137	99.553
80	0.111	0.133	99.686
81	0.100	0.120	99.806
82	0.091	0.110	99.916
83	0.070	0.084	100

---

Extraction Method: Principal Component Analysis.



**UUM**  
Universiti Utara Malaysia