

## **WORK CULTURE, WORK FAMILY CONFLICT, AGE, AND EMPLOYEE ENGAGEMENT IN SHARIA FINANCIAL INSTITUTIONS**

**Hikmah Endraswati<sup>1</sup>, Melis<sup>2</sup>**

State Islamic University Sunan Kalijaga Yogyakarta<sup>1</sup>

Universitas Islam Negeri Raden Fatah Palembang, South Sumatra<sup>2</sup>

Email: 197705072000032001@uin-suka.ac.id

### **ABSTRACT**

Every institution has their own culture which are differentiate them with the others. Work culture is a set of attitude, belief, values, and regulations which are determine how the employee interacts with the others. Furthermore, work family conflict is a conflict which is happened because of individual experiences incompatible between work and family roles. Employee who has this conflict cannot balance the role in work and family. Age in this research refers to millennial and non-millennial age. Millennial age is age under 40 and non-millennial age is age upper 40. Finally, employee engagement is a dedication and spirit of the employee to the organization. The purpose of this study is to examine the effect of work culture and work family conflict to employee engagement with age as a moderating variable. The sample of this research is 150 employees in sharia financial services of Yogyakarta and area around Yogyakarta. The data analysis technique which is used in this research is multiple regression with split sample in age. Age is divided into millennial and non-millennial age. The results show that work culture has a positive effect on employee engagement in both of groups. Additionally, work family conflict has positive effect on employee engagement in non-millennial age and work family conflict has negative effect on employee engagement in millennial age.

**Keywords:** work culture, work family conflict, age, employee engagement

### **INTRODUCTION**

The definition of employee engagement includes employee satisfaction with their work and pride in the institution where they work. These employees enjoy and believe in what they do and the perception of the institution's values. The greater the employee engagement, the greater the possibility that employees will do something more and provide the best

performance for their institution. In addition, employees who have an attachment to the institution will have a commitment to stay with the company (Vance, 2006). The same thing was expressed by Budriene and Daskiene (2020) that when employees have an attachment to their place of work, then they have good relationships with fellow employees and the work environment becomes better, not only happy with his work but also his satisfaction is manifested by higher productivity and profitability for his company. Based on this, employee engagement is an important concept and provides benefits for the institution, so employee engagement is important to research.

Research on employee engagement is more focused on how companies strive for employees to have an attachment to their company. According to Shuck (2011) there are three conceptual variables about employee engagement, namely job fit, affective commitment, psychological climate. Imandin, Bisschoff and Botha (2014) revealed that based on the results of their research on 260 respondents who took MBA education in KwaZulu-Natal, it was stated that the variables cognitive driver, emotional engagement, behavioral engagement, feeling valued and involved, having an engage leadership team, trust and integrity, nature of my job, the connection between individual and company performance, career growth opportunities, stress free environment, and change management affect employee engagement in South Africa.

Research on employee engagement that is associated with work culture, work family conflict and age together as far as the researcher's knowledge does not yet exist. Existing research focuses more on work culture and employee engagement (Naidoo and Martins, 2014; Evangeline and Ragavan, 2016; Shehri, McLaughlin, Ashaab, and Hamad, 2017; Brenyah and Darko, 2017; Babu and Vannan, 2020; Babu and Mohan, 2020) work family conflict and employee engagement (Opie and Henn, 2012; Martin, 2013; Amah, 2016; Chandra, Susanti, and Junovandy, 2019; Lippe, 2020), age and employee engagement (Avery, McKey, and Wilson, 2007; James, Mckechnie, Swanberg, 2011; Kim and Kang, 2017; Sudhersana, Satpathy, and Patnaik, 2019; Douglas and Roberts, 2020) separately. There are several studies of work culture, work family conflict, age, and employee engagement are related with other variables such as work

performance (Sahin and Yosgat, 2021; Rohman, Indiyati and Ghina, 2021), turnover intention (Noermijati, Wongviboonrath, Itlay and Sudiro, 2020) and job satisfaction (Jones, 2018).

The results of previous studies on employee engagement mentioned above still found different results among researchers. As well as research conducted by Babu and Mohan (2020) in three South Indian hotels with a sample of 240 employees found that corporate culture such as communication, team work, personal expression and respect for coworkers affect employee engagement. This is different from the research conducted by Brenyah and Darko (2017) in the Ghanaian public sector with a sample of 267 employees who found that corporate culture had no effect on employee engagement. Research on work family conflict and employee engagement conducted by Chandra et al (2019) at PT Sumatera Berlian Motor Medan with a sample of 87 female employees found that there was a negative effect of work family conflict on employee engagement. This is different from the research of Noermijati et al (2020) on 111 female employees at PT Freeport. The study found that work family conflict had no significant effect on lowering the level of employee engagement. The results of the study of the relationship between age and employee engagement stated that age was associated with higher employee engagement in older employees when they felt comfortable with their coworkers. This research was conducted by Avery, Wilson and McKay (2007) on 901 employees in the UK. Different things were found by Sudhersana, Satpathy and Patnaik (2019) on 196 IT employees in Odisha India that age had no significant effect on employee engagement. The results of the research that are still different provide an opportunity to conduct research on employee engagement which is associated with work culture, work family conflict and age variables in the context in Indonesia.

The difference between this study and other studies on employee engagement is that this study uses work culture and work family conflict variables as independent variables and employee engagement as the dependent variable and age as a moderating variable. Another difference is in the analytical technique used in this study where age is not an independent variable as in other studies (Sudhersana, Satpathy, and Patnaik, 2019; Shukia, Singh and Adhikari, 2015). Age in this study as a moderating

variable using the split sample method based on age. Ages above 40 years as a non-millennial group and those under 40 years as a millennial group (Smith, 2005; Simons, 2010; Binti, MdNoor, and Islam, 2014; Naim and Lenka, 2017; Ning and Alikaj, 2019). Another difference in this study is in the sample selection, where the respondents in this study focused more on women who worked at Islamic financial institutions in Yogyakarta and around Yogyakarta. Women were chosen as samples in this study because work family conflict based on research that has been done occurs in women (Reggie, 2012; Opie, 2013; Chandra, et.al., 2019; Noermijati et.al., 2020). This research was conducted on Islamic financial institutions, in this case, Islamic microfinance institutions because Islamic microfinance institutions in Indonesia such as BMTs have experienced rapid growth and according to Kholim (2004) the province in Java has the largest number of BMTs in Indonesia. In Yogyakarta until 2015-2017 there were 130-175 BMTs who were members of the Sharia cooperative center in Yogyakarta.

The novelty of employee engagement research in this study is to use age as a moderating variable with a split sample technique that divides age into millennial and non-millennial groups as long as the researcher knows that it has not been used in other studies with the topic of employee engagement associated with work culture and work family conflict. With this novelty, the contribution of this research is as a reference that age as a moderating variable is able to strengthen or weaken the influence of work culture on employee engagement and the effect of work family conflict on employee engagement. In addition, the manager of the institution or company can make appropriate policies related to work culture, work family conflict and age to increase employee engagement at the institution.

The theory used in this study is the Social Exchange Theory proposed by John Thibaut and Harold Kelley (1959). Thibaut and Kelley (1959) state that social behavior is the result of an exchange process. The main components of this theory are sacrifice, appreciate and benefit. In addition to the Social Exchange Theory, this study uses the Lifespan Theory proposed by Baltes, Staudinger and Lindenbeger (1999) which states that human development lasts a lifetime, is multidimensional, multidirectional, multidisciplinary and contextual, and is a process that involves growth, maintenance and regulation (Baltes, 1987, 2003). According to Baltes, it is

important that development is built through the cooperation of biological, sociocultural and individual factors.

Work culture in this study has the same meaning as organizational culture, so the definition according to Armstrong (2009) is the values, norms, beliefs, and assumptions that shape the behavior of people in the company. Another definition is presented by Robbins (2002) that the work culture in a company distinguishes the company from others. The work culture indicator used in this study refers to Robbins (2002) which consists of innovation and courage to take risks, attention to detail, results-orientedness, human-orientedness, team-orientedness, aggressiveness, and stability.

Work family conflict according to Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964); Michel, Kotrba, Deuling, and Clark (2011) is a conflict between roles where there are conflicting roles of family and work. In this sense, most of the time is used to complete work rather than paying attention to family (husband and children). The indicators of work family conflict in this study refer to Frone, Russell and Cooper (1992) consisting of pressure as a parent such as an unruly child, pressure in marriage such as work in the household, lack of involvement as a wife such as willingness to accompany husband, lack of involvement as a wife and parents such as when children need parents, and work interference such as work seizes or interferes with family relationships.

Age in this study is defined as the age attached to employees because of their birth. Age is included in the demographic variables other than marital status and gender. Age in this study is divided into two groups, namely millennial (generation Y) and non-millennial (generation X) based on research conducted by Ning and Alikaj (2019). The millennial group are employees born in or after 1981 and the non-millennial group are employees born in and before 1980 (Hoole and Bonnema, 2015). The division of age groups is due to previous research which found differences in performance and engagement of younger employees and older employees (Ning and Alikaj, 2019; Kim and Kang, 2017; James et al., 2011).

Employee engagement according to Macey and Schneier (2008) is the positive feeling of employees on their work, including the motivation and effort put into their work. The employee engagement indicator used in

this study refers to Schaufeli and Bakker (2003) which consists of vigor, dedication and absorption. Vigor according to Desai and Majumdar (2011) is characterized as a strong energy and mentality at work, a willingness to do work enthusiastically and persistently when facing difficulties at work. Dedication is characterized by a person's pride in his work, enthusiasm, inspiration and feeling challenged by his work. Absorption is characterized by being very concentrated in work and feeling happy with the work.

Research on work culture and employee engagement conducted by Babu and Mohan (2020) in three South Indian hotels with a sample of 240 employees found that corporate culture such as communication, team work, personal expression and respect for coworkers affect employee engagement. This is supported by Naidoo and Martins (2014) at South African ICT Company, Shehri, McLaughlin, Al-Ashaab, Hamad (2017) at Saudi banks, Evangeline and Ragavan (2016). Based on the results of this study, the first hypothesis in this study is: work culture has a positive effect on employee engagement.

Work family conflict and employee engagement research was conducted by Chandra et al (2019) at PT Sumatra Berlian Motor Medan, Indonesia stated that work family conflict has a negative effect on employee engagement. This is supported by Opie and Henn (2013) on 267 mothers who work in the multimedia, finance and Health sectors in South Africa, Reggie (2012), Martin (2013), Amah (2016). Based on the results of this study, the second hypothesis in this study is: work family conflict has a negative effect on employee engagement.

Research on age and employee engagement was conducted by Shukla et al (2017) in India with 90 respondents in B2C E-commerce companies in the National Capital Region stating that age has a positive effect on employee engagement. This is supported by Swaminathan and Ananth (2012), Mohapatra and Sharma (2010) in India, James et al (2010) in retail companies in the US, Avery et al (2007) on 901 employees in the UK. Based on the results of existing research, the third hypothesis in this study is: age has a positive effect on employee engagement.

Several previous studies that used age as a moderating variable in different studies were Ruslan, Islam and Noor (2014); Ning and Alikaj (2019). Based on this research, when a split sample based on age is made

into millennial and non-millennial groups, the fourth hypothesis in this study states that millennials and non-millennials moderate the influence of work culture on employee engagement. The fifth hypothesis states that millennials and non-millennials moderate the effect of work family conflict on employee engagement.

## RESEARCH METHODS

This study is a quantitative study using a population of employees at Islamic financial institutions in Yogyakarta and around. Based on the existing population, 150 samples were selected using purposive sampling technique. The criteria used in this study for sample selection were employees who had worked for at least 2 years (Biswas, Varma, and Ramaswami (2013) and were female and married (based on the results of research conducted by Ahmad, 2008). This study uses questionnaires were distributed to 11 Islamic financial institutions in Yogyakarta and around. The selection of Islamic financial institutions was carried out randomly based on the region in Yogyakarta representing the City of Yogyakarta, Sleman Regency, Bantul Regency, KulonProgo Regency and GunungKidul Regency. Variables used in this research are work culture and work family conflict as independent variables and employee engagement as dependent variable and age as moderation variable. The analytical technique used in this study is multiple regression with a split sample based on millennial and non-millennial ages. The test was carried out twice, the first was done without a split sample and the second was carried out with a split sample.

## RESULTS AND DISCUSSION

This study has tested the classical assumption consisting of normality test, heteroscedasticity test and multicollinearity test. In addition, the instrument in this study has been tested for validity and reliability. Based on the classical assumption test and the validity and reliability test, the data in this study can already be used in research because it has fulfilled the classical assumption test and the instrument test.

**Table 1**  
**Multiple Regression Analysis Results**

	Pooled Data		Split Sample			
			Millennials		Non Millennials	
	Coefficient	Prob	Coefficient	Prob	Coefficient	Prob
Constant	12.321	0.000	2.867	0.000	1.778	0.000
Work Culture	0.981	0.043**	0.861	0.047**	0.753	0.041**
Work Family Conflict	-0.742	0.040**	-0.911	0.029**	0.643	0.030**
age	0.586	0.049**				
Adjusted R-squared	0.325		0.386		0.296	
F-test	48.699	0.028**				

\*) Significant at 10%

\*\*) Significant at 5%

\*\*\*) Significant at 1%

Based on the results of the first stage of multiple regression without a split sample, it can be seen that work culture has a positive effect on employee engagement. This result is no different when the sample is split into millennial and non-millennial groups, work culture has a positive effect on employee engagement. The better the work culture, the employees will feel more comfortable and comfortable working in the company so that the feeling of engagement in the company is higher. This study uses work culture indicators such as innovation and courage to take risks, attention to detail, results-orientedness, human-orientedness, team-orientedness, aggressiveness, and stability. Thus, it can be interpreted that the work culture encourages innovation, attention to detail, results-oriented, human, and teamwork. aggressive and stability-oriented, the higher the employee's attachment to the company. The results of this study are in line with several previous studies conducted by Babu and Mohan (2020), Naidoo and Martins (2014), Shehri, McLaughlin, Al-Ashaab, Hamad (2017), and Evangeline and Ragavan (2016).

Based on table 1, it can also be seen that work family conflict has a negative effect on employee engagement. Similar results occur in the



millennial group. This shows that the higher the role conflict in family and work, the lower the employee's attachment to the company. When the conflict between family and work roles is higher, it will cause feelings of discomfort in the family or at work so that sometimes employees are faced with family or work choices. When employees prefer their families and leave their jobs, the employee's attachment to the company decreases and this leads to the choice to leave the company for the sake of his family. The results of this study are in line with Chandra et al (2019), Opie and Henn (2013), Reggie (2012), Martin (2013), and Amah (2016). Different results occurred in the non-millennial group where work family conflict had a positive effect on employee engagement in this study. This can be caused because the non-millennial group is occupied by employees who are already established and have broader and strategic thinking based on their experiences and more stable emotions, so that when there is a role conflict between family and work, they are able to take strategic action or set conditions for family and work. Another thing that is possible is because the non-millennial group is occupied by older employees where there are not many options available for them to change jobs.

The results of the research on the variable age state that age has a positive effect on employee engagement. This can be interpreted as the older the age of the employee, the higher the employee's attachment to the company. Such conditions can occur because the older the employees are, the more mature they are in behaving and thinking so that they become wiser and not easily ignited by emotions in dealing with various working conditions so that the attachment to the company is getting higher. In addition, it can also be caused by getting older, feeling increasingly old and not easy to get another job so that the attachment to the company is also getting bigger. Another thing is that the older the employee is, the more established his position in the company will be, so the greater his attachment to the company.

## CONCLUSION

Based on the results of this study, it can be concluded that:

1. Work culture has a positive effect on employee engagement. This implies that the company or institution should have a policy to improve

a good and conducive work culture so that employees feel comfortable at work which in turn will make employees feel happy and provide the best effort for the company so that their engagement increases.

2. Work family conflict has an effect on employee engagement. This implies that companies or institutions need to have policies related to work family conflicts or suppress the occurrence of work family conflicts through support programs from the company, such as coaching and supervising.
3. Age grouped into millennial and non-millennial ages moderates the influence of work culture and work family conflict on employee engagement. This implies that the company or institution needs to pay attention to the age of its employees, the age distribution of the employees, the age composition of the available employees, at the time of recruitment of new employees and at the time of promotion.

## BIBLIOGRAPHY

- Ahmed, Amina. 2008. Job, Family and Individual Factors as Predictors of Work-Family Conflict. *The Journal of Human Resources and Adult Learning*, Vol 4(1): 57-65.
- Amah, Okechukwu E. 2016. Employee Engagement and the Work-Family Conflict Relationship: The Role of Personal and Organizational Resources. *South African Journal of Labor Relations*, Vol. 40(2): 118-138.
- Armstrong, M. 2014. *Armstrong's Handbook of Human Resource Management Practice*. 13th edition. UK: British Library Cataloging-in-Publication Data
- Avery, Derek R., Wilson, David C & McKay, Patrick F. 2007. Engaging the Aging Workforce: The Relationship between Perceived Age Similarity, Satisfaction with Coworkers, and Employee Engagement. *Journal of Applied Psychology*, Vol. 92(6):1542-1556.
- Baltes, Paul B. Staudinger, Ursula M & Lindenberger, Ulman. 1999. Lifespan Psychology: Theory and Application to Intellectual Functioning. *Annual Review of Psychology*, 50: 471-507.
- Babu, A. Louis & Mohan, A. Chandra. 2020. Impact of Organizational Culture on Employee Engagement in Hospitality Industry.

*International Journal of Advanced Science and Technology*, Vol. 29 (12): 2911-2917.

- Babu, A Louis. Mohan, A. Chandra & Manivannan, SK 2020. Impact of Work Culture on Employee Engagement. *Test Engineering and Management*, 9758-9764.
- Biswas, Soumendu. Varma, Arup & Ramaswami, Aarti. 2013. Linking Distributive and Procedural Justice to Employee Engagement Through Social Exchange: A Field Study in India. *The International Journal of Human Resource Management*, Vol. 24 (8): 1570-1587.
- Crispy. Richard S & Darko, Theresa Obuobisa. 2017. Organizational Culture and Employee Engagement within The Ghanaian Public Sector. *Review of Public Administration and Management*, Vol 5 (3): 1-7.
- Budriane, Daiva & Diskiene, Danuta. 2020. Employee Engagement: Types, Levels and Relationship with Practice of HRM. *Malaysian E-Commerce Journal*, Vol 4 (2): 42-47.
- Chandra, Andy. Susanti & Junovandy, David. 2019. Work Family Conflict and Work Engagement on Woman Employees at PT Sumatera Berlian Motors. *Proceedings of the 1st International Conference on Psychology*, 126-130
- Desai, Malavica. Majumdar, Bishakha & Prabhu Ganapathy P. 2011. A Study on Employee Engagement in Two Indian Businesses. *ASEAN Journal of Management Research*, 81-97.
- Douglas, Stephanie & Roberts, Robin. 2020. Employee Age and the Impact on Work Engagement. *Strategic HR Review*, Vol. 19(5): 209-213.
- Evangeline, E. T & Ragavan, V. P Gopal. 2016. Organizational Culture and Motivation as Instigators for Employee Engagement. *Indian Journal of Science and Technology*, Vol. 9(2): 1-4
- Frone, MR, Russell, M. & Cooper, ML 1992. Antecedents and Outcomes of Work-Family Conflict: Testing a Model of the Work-Family Interface. *Journal of Applied Psychology*, 77(1):65-78.
- Hoole, Crystal & Bonnema, Jackie. 2015. Work Engagement and Meaningful Work Across Generational Cohorts. *Journal of Human Resource Management*, Vol. 13(1):681-692.

- Faith, Lailah. Bisschoff, Christo. Botha, Christoff. 2014. A Model to Measure employee Engagement. *Problems and Perspectives in Management*, Vol 12 (4): 520-534
- James, Jacquelyn Boone. Mckehnie, Sharon & Swanberg, Jennifer. 2010. Predicting Employee Engagement in an Age-Diverse Retail Workforce. *Journal of Organizational Behavior*. <https://www.researchgate.net/publication/229922757>
- Jones, Rebecca. 2018. The Relationship of Employee Engagement and Employee Job Satisfaction to Organizational Commitment. *Dissertation*. Walden University.
- Kahn, RL, Wolfe, DM, Quinn, RP, Snoek, JD, & Rosenthal, RA 1964. *Organizational Stress*. New York: Wiley
- Khalim, Muhammad. 2004. The Existence of Baitul Maal Wattamwil and Problems in Its Operationalization (Study in Central Java Province). *Thesis*. Diponegoro University Postgraduate Program
- Kim, Najung & Kang, Seung Wan. 2017. Older and More Engaged: The Mediating Role of Age-Linked Resources on Work Engagement. *Human Resource Management*. <https://www.researchgate.net/publication/295455164>
- Lippe, Tanja van der & Lippensi, Zoltan. 2020. Beyond Formal Access: Organizational Context, Working from Home, and Work-Family Conflict of Men and Women in European Workplace. *Social Indicators Research*, 151: 383-402.
- Macey, William H & Schneider, Benjamin. 2008. The Meaning of Employee Engagement. *Industrial and Organizational Psychology*, 1:3-30.
- Martin, April. 2013. Work/Family Conflict as a Predictor of Employee Work Engagement of Extension. *Dissertation*. The University of Tennessee.
- Michel, J. Kotrba, L. Deuling, J. Clark, M. & Baltes, B. 2011. Antecedents of Work-Family Conflict: A Meta Analytic Review. *Journal of Organizational Behavior*, Vol. 32: 689-725.
- Mohapatra, M. & Sharma, BR 2010. Study of Employee Engagement and its Predictors in an Indian Public Sector Undertaking. *Global Business Review*, vol. 11(2): 281-301.

- Naidoo, Pervashnee & Martins, Nico. 2014. Investigating the Relationship between Organizational Culture and Work Engagement. *Problems and Perspectives in Management*, 12(4): 433-443.
- Naim, Mohammad Faraz & Lenka, Usha. 2017. The Impact of Social Media and Collaboration on Gen Y Employees Engagement. *International Journal of Development Issue*, Vol. 16(3): 289-299.
- Ning, Wei & Alikaj, Albi. 2019. The Influence of Age on the Job-Resources-Engagement Relationship. *International Journal of Organizational Analysis*. <https://www.researchgate.net/publication/331961585>
- Noermijati. Wongviboonrath, Suratchanee. Itlay, Wiwin & Sudiro, Achmad. 2020. Work-Family Conflict, Job Engagement, Emotional Exhaustion: Their Influence on the Turnover Intention of Indigenous Papuan Female Employee. *Journal of Applied Management*, Vol. 18(1): 1-13
- Opie, Tracy J & Henn, Carolina. 2012. Work-Family Conflict and Work Engagement among Mothers: Conscientiousness and Neuroticism as Moderators. *SA Journal of Industrial Psychology*, 39 (1): 1-12
- Reggie, Tanita Cherise. 2012. Work Family Conflict and Work Engagement among Working Mothers: Personality as a Moderator. *Dissertation*. University of Johannesburg.
- Robbins, SP 2002. *Principles of Organizational Behavior*. Ed. 5th. Jakarta: Erlangga.
- Rohman, Aditya Fathur. Indiyati, Dian. Gina, Astrid. 2021. The Influence of Organizational Culture and Employee Engagement on Employee Performance at Telkom University, Indonesia. *International Journal of Science and Society*, Vol. 3(1): 75-88.
- Ruslan, Ruswahida Bint Ibn. Islam, Md Aminul & Noor, Idris Mohd. 2014. The Relationship Between Psychological Meaningfulness and Employee Engagement: Moderating Effect of Age and Gender. Conference Papers. <https://www.researchgate.net/publication/263653305>
- Schaufeli, Wilmar B., M. Salanova., V. Gonzalez-Roma., and Arnold, B. Bakker. 2003. The Measurement of Engagement and Burnout and: Confirmative Analytic Approach. *Journal of Happiness Studies*. Vol. 3: 71-92

- Shehri, Mohammed Al. McLaughlin, Patrick. Ashab, Ahmed Al. Hamad, Rashid. 2017. The Impact of Organizational Culture on Employee Engagement in Saudi Banks. *Journal of Human Resource Management Research*, 1-23
- Shuck, B., Reio, G. & Rocco, S. 2011. Employee Engagement: An Examination of Antecedent and Outcome Variables. *Human Resource Development International*, 14(4): 427-445.
- Shukla, Sunita. Adhikari, Bhavana & Singh, Vikas. 2015. Employee Engagement-Role of Demographic Variables and Personality Factors. *Amity Global HRM Review*, 65-73.
- Simons, Neil. 2010. Leveraging Generational Work Styles to Meet Business Objectives. *Information Management*, 44(1):28-32.
- Smith, W Stanton. 2006. Employers and the New Generation of Employees. *Community College Journal*, 76(3):8-13.
- Sudhersana, Sadhana. Satpathy, Ipseeta. Patnaik, BCM. 2019. Impact of Age, Gender, and Job Satisfaction on Employee Engagement in the IT Sector. *International Journal of Innovative Technology and Exploring Engineering*, Vol. 9(2): 4841-4845
- Swaminathan, J & Ananth, A. 2012. Impact of Demographic Factors on Employee Engagement: A Study with Reference to Vasan Publications Private Limited, Chennai. *MPRA*. <https://mpra.ub.uni-muenchen.de/39768/>
- Thibaut, JW & Kelley, HH 1959. *The Social Psychology of Groups*. New York: John Willey & Sons
- Vance, Robert. J. 2006. *Employee Engagement and Commitment*. US: SHRM Foundation