





# “A comprehensive empirical validation of employee engagement antecedents and consequences among Generation Y in Indian public sector banks: A gender-moderated analysis”

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# A COMPREHENSIVE EMPIRICAL VALIDATION OF EMPLOYEE ENGAGEMENT ANTECEDENTS AND CONSEQUENCES AMONG GENERATION Y IN INDIAN PUBLIC SECTOR BANKS: A GENDER-MODERATED ANALYSIS

## Abstract

Sustaining employee engagement has become essential for the operational efficiency and service quality of Indian public sector banks, particularly as Generation Y employees increasingly constitute a major share of the workforce. This study aims to empirically validate a gender-moderated structural model of employee engagement among Generation Y employees in Indian public sector banks. Data were collected from 223 Generation Y employees across public-sector banks in India, using a combination of a paper-based questionnaire and an online Google Forms survey. Variance-based structural equation modelling was used to assess the measurement and structural models, while multi-group analysis explored gender-specific differences in the hypothesized paths. Six significant antecedents of employee engagement were identified: Corporate Social Responsibility, Dispositional Characteristics, Psychological Availability, Psychological Safety, Perceived Supervisor Support and Transformational Leadership, and Social and Interpersonal Relationships. Engagement positively affected Organizational Citizenship Behavior and Task Performance, and mediated all antecedent–outcome relationships. Gender-based differences emerged, with Corporate Social Responsibility and Dispositional Characteristics more influential for women, while Fit Perceptions and Distributive Justice showed stronger effects for men. The study contributes to the banking literature by offering a multidimensional, empirically tested engagement model and demonstrating gender’s moderating role.

## Keywords

employee engagement, Generation Y, Indian public sector banks, gender

## JEL Classification

J24, G21, O15, M12

## INTRODUCTION

Employee engagement (EE) has become an essential concern for institutions seeking to maintain stability, efficiency, and competitiveness within contemporary banking systems. In the financial sector – where service quality, risk resilience, and operational continuity depend heavily on human capital – Employee Engagement represents a strategic, non-replicable asset. Although widely acknowledged as a determinant of discretionary effort and sustained performance, the mechanisms through which engagement emerges and varies across employee segments remain theoretically contested. This conceptual ambiguity limits banking institutions’ capacity to understand how internal workforce dynamics influence system-level performance and long-term institutional effectiveness.

The relevance of this issue is particularly pronounced in India, now the world’s most populous nation and home to one of the largest



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Generation Y (Gen Y) labor cohorts globally. Generation Y refers to the generation born between the late 1970s and the end of the century. Generation Y constitutes the dominant segment within India's active workforce, making its behavioral patterns central to organizational efficiency in labor-intensive industries. Prior research indicates that this generation displays distinct workplace expectations shaped by rapid technological adoption, shifting socio-economic conditions, and evolving notions of career progression. These generational attributes are especially consequential in banking, where the quality of customer interaction, the reliability of service delivery, and the adoption of digital processes all depend on employee attitudes and engagement levels. Yet, despite the demographic dominance of Generation Y, empirical knowledge of how engagement is formed within this cohort in public financial institutions remains limited and fragmented.

In the Indian context, where the population reached 1.4 billion in April 2023, surpassing China (UNFPA, 2023), 34% of this population belongs to Gen Y (Sharma, 2021). The Indian Gen Y population accounts for 25.47% of the global demographic (Alley & Shah, 2011). This demographic composition underscores the need for a nuanced appreciation of Gen Y Employee Engagement (EE) for contemporary and future human resource (HR) policies. Hence, in the coming two decades, Gen Y is poised to be the largest cohort in the workforce. As organizations confront the threats presented by globalization and the international talent war, understanding the antecedents and consequences of Gen Y EE becomes a strategic imperative. This comprehension lays the foundation for HR policies and initiatives that address current concerns and position organizations to harness the competitive advantage embedded in meaningful Gen Y EE.

The Indian Banking business is poised to become the 3rd largest in the world by 2025 (BCG, 2011). Renowned for being manpower-intensive, the banking sector aligns with the understanding that EE materializes when employees invest discretionary time and effort toward organizational outcomes. The Government of India owns all public sector banks in India. Public Sector Banks (PSBs) in India are financial institutions where the Government of India, or state governments, own a majority stake of **51% or more** of the paid-up share capital (Department of Financial Services, n.d.).

As of 2018, India's public sector banks employed 5,51,000 individuals, while private sector banks had 4,20,000 employees (CEIC, 2018). With a considerable 33% of graduates and postgraduates preferring careers in the Banking and Financial Services and Insurance (BFSI) sector (BCG, 2010), the banking sector remains a significant employment choice. Projections from the Banking & Financial Services Sector Skill Council (BFSISSC) report (BFSISSC, 2020) anticipated a banking workforce of 16.69 lakhs by the end of the fiscal year 2022–2023. According to The Hindu Bureau (2023), more than 30% of Indian public sector bank employees are women. As of 2015, 22.57% of the Indian public sector bank employees were women, and 23.39% of the officers were women (Lathabhavan et al., 2018).

Within the Indian banking system, public sector banks continue to occupy a structurally significant position, accounting for the majority of employment, service penetration, and asset distribution. These institutions are simultaneously navigating systemic pressures: increasing competition from private banks, rising customer expectations, digital transformation, and a widening gender representation within their workforce. These structural shifts heighten the need to understand engagement dynamics not only at the organizational level but also from a system-wide human capital perspective. However, empirical literature on EE in Indian public sector banks is sparse, typically narrow in scope, and insufficiently attentive to demographic heterogeneity.

A critical scientific problem emerges from this gap: the lack of a comprehensive, demographically differentiated understanding of the antecedents that shape Generation Y employee engagement within India's public sector banking system. Existing research provides limited insight into whether engagement drivers manifest differently across gender groups, despite evidence from other sectors suggesting meaning-

ful behavioral variation. Moreover, the pathways linking engagement antecedents to workplace consequences remain under-theorized for this influential employee segment. Without addressing this deficit, models of engagement within the banking sector risk remaining descriptively incomplete and analytically inadequate for explaining workforce behavior in systemically important financial institutions.

This unresolved problem underscores a broader challenge for banks and the banking system as a whole: the absence of robust, evidence-based knowledge on how key demographic groups experience and internalize the antecedents of engagement. Filling this gap is essential for understanding human capital dynamics that influence organizational resilience, service performance, and ultimately, the stability and competitiveness of the banking system.

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## 1. LITERATURE REVIEW AND HYPOTHESES

Employee engagement (EE) has evolved into a central construct in organizational behavior research, particularly in service-intensive and knowledge-driven sectors such as banking. Early conceptualizations emphasized psychological conditions of meaningfulness, safety, and availability as determinants of engagement, establishing that employees invest their physical, cognitive, and emotional energies when workplace experiences enable them to do so. Subsequent research expanded Employee Engagement into a strategic human-capital capability that influences organizational competitiveness, customer service quality, and financial performance – elements that are especially critical in banking systems where service delivery relies heavily on employee motivation and relational quality.

The most influential theoretical developments stem from Social Exchange Theory, which posits that employees reciprocate organizational support with heightened engagement. Saks' (2006) framework advanced this reasoning by proposing distinct job and organizational engagement pathways. His later model (Saks, 2019) expanded antecedents and consequences, providing a more comprehensive engagement system. This model has since become foundational for empirical studies across industries, including banking, hospitality, and manufacturing, indicating its cross-context validity.

Saks' (2006) framework was a significant development in Employee Engagement research. Thereafter, most researchers have used the same framework as a basis for their research. Saks (2019) developed a more comprehensive model. Empowered Leadership mediated the relationship between EE

and High-Performance Work Practices in a study on Millennials working in the hospitality industry in India (Singh & Sihag, 2024). Employee Engagement mediated the relationship between 'Recruitment and Selection' and Employee Retention at the National Bank of Bahrain (Alzoraiki et al., 2024). In a study on Gen Z employees, i.e., those born between 2000 and 2012, and working in Indonesian banks in Jakarta, it was found that person-organization fit mediates and moderates the relationship between Employee Engagement and turnover intention (Primayanty et al., 2023). Research by Gaikwad and Swaminathan (2021) emphasized a considerable interrelation between work engagement among millennials and job performance in public and private banks.

In a study by Rai et al. (2017), employees from Indian public-sector banks with constructive perceptions of organizational and supervisor backing exhibited a higher propensity to engage with their jobs. Psychological capital moderates the relationship between 'work engagement' and 'turnover intention' (Gupta & Shaheen, 2017). The study by Tamta and Rao (2017) highlighted work engagement as a positive mediator between organizational justice dimensions and knowledge sharing in Indian public sector banks. Vihari et al. (2016) identified leadership, learning capacity, workforce optimization, employee engagement, and knowledge accessibility as exogenous antecedent variables positively impacting organizational performance. Studies on public sector banks in North India by Ghosh et al. (2016) emphasized the significance of perceived organizational, supervisor, and co-worker support as predictors of employee engagement. Organizational justice, encompassing distributive, procedural, interpersonal, and informational justice, is pivotal in employee engagement in Indian public sector banks (Ghosh et al., 2014). Further, distributive and interactional

justice precede procedural justice in determining job engagement, while distributive justice is paramount in organizational engagement (Ghosh et al., 2014).

For this research assignment, it was deemed essential to explore additional variables and frameworks from the context of Generation Y Employee Engagement in Indian public sector banks. Examination of a comprehensive list of the variables over and above Saks' (2019) model was undertaken through a literature review. Saks' (2019) model had 12 antecedents. The survey received 102 responses. There is no indication as to whether the respondents were from Generation Y or bank employees. For a comprehensive study, it was necessary to identify as many relevant antecedents as possible for Generation Y Employee Engagement in Indian public sector banks. 9 additional antecedents were identified through a literature survey and described subsequently in this section. According to Chaudhary (2017), Corporate Social Responsibility (CSR) activities toward employees, customers, and the government had a significant influence on employee engagement at work. Corporate Social Responsibility had a considerable influence on employees' performance and employee engagement (Ali et al., 2020). There is parallel and sequential mediation of Employee Engagement and Organizational Pride between Corporate Social Responsibility and Voluntary Pro-Environmental Behavior (Raza et al., 2021). Perceived Management Support for Corporate Social Responsibility significantly influences work engagement and organizational engagement (M. Kim & J. Kim, 2023). CSR activities improve the Physical (PHY), Cognitive (COG), and Emotional Engagement (EMO) of the employees (Faizan & Siddiqui, 2021). A study by Ahmed et al. (2017) indicates that Employee Engagement mediates the relationship between job security and employee performance. Work Engagement mediated the relationship between Job Security and Turnover Intention (Joubert et al., 2023). Transformational Leadership had a substantial and prompt effect on work engagement (Nasrulloh et al., 2025). Transformational Leadership enhances employee performance when Work Engagement acts as a mediator (Altaf et al., 2025). Psychological ownership improves Employee Engagement (Kumari et al., 2025). Psychological ownership predicts work engagement among bank workers (Obisesan et al., 2024). Psychological ownership is positively related to Employee Engagement (Chakrabarty et al., 2025). Psychological Ownership

was found to mediate the relationships between Transformational Leadership and Employee Engagement as antecedents and Employee performance as a consequence (Ghafoor et al., 2011). Work Engagement acts as a mediator between Meaningful Work and Playful Work Design (PWD) (Swanzy et al., 2025). Meaningful Work has a positive impact on Employee Engagement (Zanabazar et al., 2024). Meaningful Work was a significant predictor of Employee Engagement (Karataş & Ozdemir, 2022). Psychological Safety and Employee Engagement are positively correlated (Plezia & Moczydlowska, 2025). Another study by Allen and Magill (2025) found that Psychological Safety drives Employee Engagement. Psychological Safety Climate moderated the relationship between career identity and work engagement (Luo & Li, 2025). Psychological Availability facilitated Adaptive Performance and Employee Engagement. Social skills and Perceived Organizational Support (POS) mediated the relationship between Mindfulness and Employee Engagement (Shuai et al., 2025). May et al. (2004) have found that psychological meaningfulness, psychological safety, and psychological availability positively correlate with Employee Engagement. In addition, social and interpersonal relations (manifested as rewarding coworker relations and supportive supervisor relations) were positively associated with psychological safety, which in turn facilitated Employee Engagement (May et al., 2004). Employees who proactively adjust to their work environment stay engaged and perform well (Bakker et al., 2012).

Further expert opinion was sought from existing public-sector bank employees in Bangalore regarding possible antecedents of Generation Y Employee Engagement. Some new antecedents that emerged from expert opinion were preferred posting location, transfer policy, the disparity in remuneration between the private sector and public sector banks, and promotion policies. The corresponding questions on the above antecedents were incorporated into the pilot questionnaire. These were in addition to the earlier researched variables from Saks (2019) model and the additional antecedents from the literature review.

Usually, all banks have both male and female employees. It was considered useful to explore the gender differences in their engagement levels, if any. According to Hartman and Barber (2020), there was no statistically significant difference be-

tween professional self-efficacy and work engagement between men and women. The dispositions of men and women were found to be the same when it comes to employee engagement (Reissova et al., 2017). Once the loyalty of employees is established, women are more engaged than men (Khodakarami & Dirani, 2020).

To the best of this researcher’s knowledge, most of the studies on Indian private sector and public sector banks have invariably examined two or three significant antecedents of Generation Y Employee Engagement. Even fewer have researched gender differences. This research paper endeavors to examine an extensive list of antecedents of Generation Y Employee Engagement in Indian public sector banks and develop a comprehensive list. The Indian Banking industry is quite huge and manpower intensive. Only a comprehensive research study of antecedents would benefit the public sector banks in developing employee-friendly policy interventions for Generation Y Employee Engagement.

Grounded in Social Exchange Theory, this study aims to empirically validate a comprehensive model of employee engagement among Generation Y employees in Indian public sector banks. It identifies key drivers and outcomes of engagement and evaluates gender as a moderating factor influencing these relationships.

The following hypotheses have been formulated for this study:

*H1<sub>anee</sub>*: There are gender-based differences in the antecedents’ impact on Generation Y EE in Indian public sector banks.

*H2<sub>eeen</sub>*: Employee engagement attributes of Generation Y in Indian public sector banks

*will have different effects on the consequences depending on gender.*

Figure 1 indicates the conceptual model adopted for this study.

1. Antecedents

CSR – Corporate Social Responsibility; DC – Dispositional Characteristics; DJ – Distributive Justice; FP – Fit Perceptions; JC – Job Characteristics; OR – Opportunities for Learning and Development;

2. Reward and Recognition

PA – Psychological Availability; POM – Psychological Ownership and Psychologically;

3. Meaningful

PS – Psychological Safety; PSSTL – Perceived Supervisor Support and Transformational Leadership;

4. Mediator

Generation Y EE – Generation Y Employee Engagement attributes;

5. Consequences

HWB – Health and Wellbeing; JS – Job Satisfaction; OCB – Organizational Citizenship Behavior; OCOM – Organizational Commitment; TP – Task Performance; BO – Burnout; ITQ – Intention to Quit; SS – Stress and Strains.

In Figure 1, the subscript *a* refers to an antecedent. The subscript *n* refers to the antecedent

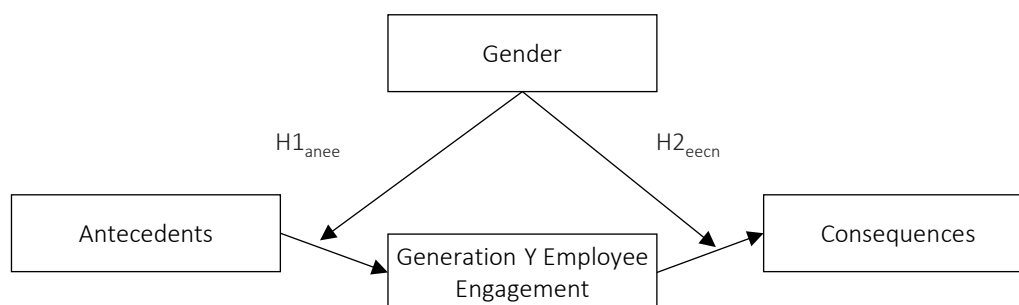


Figure 1. Conceptual framework

number. The subscript *ee* refers to the Employee Engagement attribute, in this case, the Generation Y Employee Engagement. The subscript *c* refers to a consequence. The subscript *n* accompanying the consequence refers to the consequence number. In the conceptual framework, there are 11 antecedents and 8 consequences. Hence, there are 11 hypotheses proposed between the antecedents and EE attributes. Further, there are 8 hypotheses proposed between EE attributes and consequences.

## 2. METHOD

Given the background, this research assignment examines the relationships among the antecedents, Generation Y Employee Engagement, and the consequences of Generation Y Employee Engagement in the Indian public sector banks through a survey-based method. This is followed by the development and assessment of a structural equation model. It then endeavors to assess whether there are any gender-wise differences in the antecedents and consequences of Generation Y Employee Engagement in Indian public sector banks.

In early 2017, there were 27 public sector banks in India. 6 subsidiaries of the State Bank of India merged with the parent bank on 1st April 2017. 9 other banks, viz., Allahabad Bank, Andhra Bank, Corporation Bank, Dena Bank, Industrial Development Bank of India, Oriental Bank of Commerce, Syndicate Bank, United Bank of India, and Vijaya Bank, were merged with other banks between April 2018 and April 2020. Currently, in India, there are 12 public-sector banks. Employees from the following 10 public sector banks participated in the survey, viz., Bank of Baroda, Bank of India, Bank of Maharashtra, Canara Bank, Central Bank of India, Indian Bank, Indian Overseas Bank, Punjab National Bank, State Bank of India, and Union Bank of India.

The desirable sample size of 218 employees was derived based on the G\*Power 3 method (Faul et al., 2007). A 'purposive' sampling technique was used, i.e., sampling units were selected because they had characteristics that this researcher needed in his survey, viz., Generation Y, male and female employees working in Indian public sector banks. Out of the 228 questionnaires, 98 were adminis-

tered online. 83 of them were from non-Bangalore locations from other Indian cities. 130 questionnaires were physically administered and collected in Bangalore city. In Bangalore city, the questionnaires were administered with the prior consent of the branch manager and the concerned employees. They were assured that their identities would be kept confidential. The online questionnaires were administered with the prior consent of the employees. The necessary approval was obtained from the 'Ethics Committee' of the authors' university to conduct the survey. Out of 228 questionnaires, 5 were found to be outliers and were discarded. Out of 223 respondents, 128 were officers, and 86 were from the clerical cadre. The remaining 9 were support staff. 116 respondents were males, and 107 were females. Table 1 indicates the bank-wise break-up of the respondents. The entire study was conducted during the period November 2022 to November 2024.

**Table 1.** Bank-wise break-up of respondents

Bank	Number of respondents	Males	Females
Bank of Baroda	31	14	17
Bank of India	3	3	0
Bank of Maharashtra	1	1	0
Canara Bank	73	39	34
Central Bank of India	4	3	1
Indian Bank	8	5	3
Indian Overseas Bank	27	17	10
Punjab National Bank	16	6	10
State Bank of India	37	20	17
Union Bank of India	23	8	15
Total	223	116	107

The original conceptual model was drawn from Saks (2006, 2019). Saks (2019) had 12 antecedents, 2 Employee Engagement attributes, and 8 consequences. This was modified further to accommodate other variables derived from the literature by the researcher. At the pilot study stage, this study had 20 antecedents, 2 EE attributes, and 7 consequences, i.e., 29 constructs. After the pilot study, an item reduction process yielded 11 antecedents, 1 EE attribute, and 8 consequences. These implied 20 constructs, 49 variables, and 133 questions for the final questionnaire. The main survey was conducted with these 133 questions. These 20 constructs were represented by a reflective measurement model. A copy of the questionnaire is provided in Appendix A.

The conceptual model for the final survey is indicated in Figure 1. For all the constructs, standardized scales from prior research have been considered. A five-point Likert Scale was used for each variable, with 1 representing 'Strongly Disagree' and 5 representing 'Strongly Agree'. All negative attributes were reverse-coded. This implies that for these items, 5 would represent 'Strongly Disagree' and 1 would represent 'Strongly Agree'. A detailed list of constructs, their sources, and the items used for the survey is provided in Table 2. The bold letters indicate the constructs' acronyms and the corresponding number of questions for each measured item, respectively. The raw data were checked for multivariate normality.

**Table 2.** Constructs and their measures

Constructs	Source
<b>Antecedents</b>	
Corporate Social Responsibility (CSR)	Chaudhary (2017)
Dispositional Characteristics (DC)	Saks (2019)
Distributive Justice(DJ)	Saks (2019)
Fit Perceptions (FP)	Saks (2019)
Job Characteristics(JC)	Saks (2019)
Opportunities for Learning & Development and Reward & Recognition (OR)	Saks (2019)
Psychological Availability(PA)	May et al. (2004)
Psychological Ownership and Psychologically Meaningful (POM)	Ghafoor et al. (2011), May et al. (2004)
Psychological Safety(PS)	May et al. (2004)
Perceived Supervisor Support and Transformational Leadership(PSSTL)	Saks (2019)
Social and Interpersonal Relationships(SIPR)	May et al. (2004)
<b>Mediator</b>	
Employee Engagement (EE)	Saks (2019)
<b>Consequences</b>	
Burnout (BO)	Saks (2019)
Health & Well-being (HWB)	Saks (2019)
Intention to Quit (ITQ)	Saks (2019)
Job Satisfaction (JS)	Saks (2019)
Organizational Citizenship Behavior (OCB)	Saks (2019)
Organizational Commitment (OCOM)	Saks (2019)
Stress & Strain (SS)	Saks (2019)
Task Performance (TP)	Saks (2019)

It was established that the data collected were non-normal (Cain et al., 2017). Smart Partial Least Squares-Structural Equation Model (PLS-SEM) version 4 software was used to statistically analyze data collected through 223 valid questionnaires.

Hair et al. (2019) have developed a systematic and comprehensive procedure to use and report the results of the Partial Least Squares-Structural

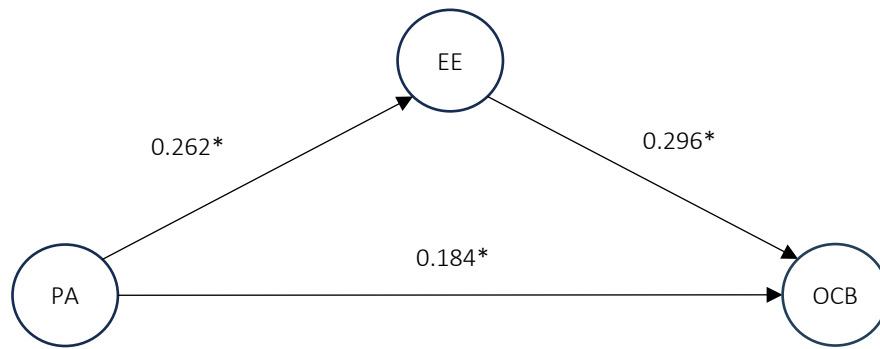
Equation Model (PLS-SEM). This study followed a similar procedure to examine, report, and analyze the results of the main survey data collected. Smart Partial Least Squares Structural Equation Modelling (Smart PLS-SEM) Software package Version 4 was utilized to develop the structural model and assess the measurement and structural models. The developed structural model was quite detailed. It has been presented in a modular form subsequently, in this document under the sub-heading 'Results'.

### 3. RESULTS

A 4-step procedure, as suggested by Hair et al. (2019), was followed for Partial Least Squares-Structural Equation Model analysis using the Smart PLS-SEM version 4 software package. The four steps of the analysis are indicated in Table 3.

In the conceptual model, Employee Engagement was the mediator variable (Zhao et al., 2010). This is reflected in the structural model developed using Smart PLS SEM 4. There were eight instances of full mediation and four instances of partial mediation. For the sake of brevity, only a diagram of each has been illustrated for full mediation and partial mediation. These are indicated in Figures 2 and 3, respectively.

Their path coefficients and their significance (in parentheses) are also indicated. The remaining path diagrams are listed in Tables 4 and 5, respectively. Employee Engagement fully mediated the effect of the three antecedents, viz., Psychological Safety (PS), Perceived Supervisor Support and Transformational Leadership (PSSTL), and Social and Interpersonal Relationships (SIPR), and two consequences, viz., Task Performance (TP) and Organizational Citizenship Behavior (OCB). In the case of Corporate Social Responsibility (CSR) and Psychological Availability (PA), Employee Engagement fully mediated the relationships between them and OCB. EE partially mediated the relationship between the antecedent, Dispositional Characteristics (DC), and the consequences, TP and OCB. Employee Engagement also partially mediated the relationship between the antecedents, CSR, and PA, and the consequence TP.



Note: \* p < 0.05.

Figure 2. Full mediation

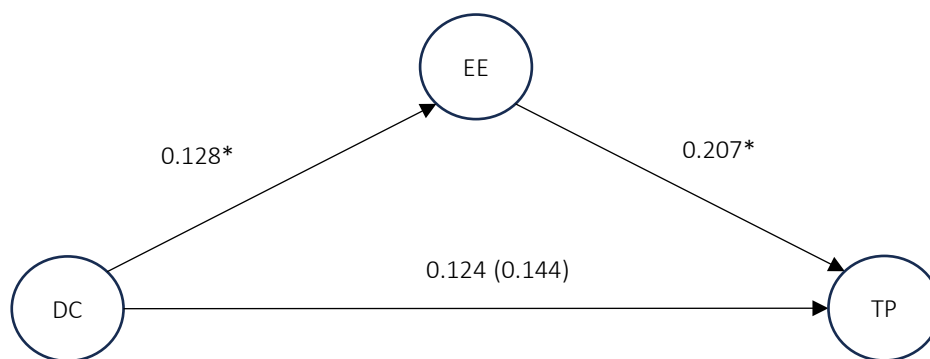
Table 3. Measurement model and structural model assessment

Model	Steps	Aspects	Result
Measurement Model Assessment	Step 1	Check for Common Method Bias (CMB)	No CMB
Measurement Model Assessment	Step 2	Robustness Checks - Confirmatory Tetrad Analysis (CTA) to verify whether the measurement model is Formative or Reflective	Measurement Model is Reflective
Measurement Model Assessment	Step 3	Reflective Model - Loadings, Cronbach's Alpha, Composite Reliability, Convergent Validity (Average Variance Extracted (AVE)), Discriminant validity (Heterotrait - Monotrait Ratio of correlations (HTMT) ratio)	The measurement model was assessed. It met all acceptable criteria
Structural Model Assessment	Step 4	Variance Influencing Factor (VIF), Explanatory Power (R-squared and f-squared), Out-of-sample Predictive Power (PLS Predict and Q-squared), Significance and relevance of Path Coefficients	Structural Model Assessed. Structural Model met all acceptable criteria

Table 4. Eight full mediation paths

Path	Path Coefficient	Path	Path Coefficient	Path	Path Coefficient	Remarks
CSR → EE	0.424*	EE → OCB	0.207*	CSR → EE → OCB	0.088**	Full Mediation
PA → EE	0.128*	EE → OCB	0.207*	PA → EE → OCB	0.027*	Full Mediation
PS → EE	(-) 0.102*	EE → TP	0.296*	PS → EE → TP	(-)0.03*	Full Mediation
PS → EE	(-)0.102*	EE → OCB	0.207*	PS → EE → OCB	(-)0.021*	Full Mediation
PSSTL → EE	(-)0.232*	EE → TP	0.296*	PSSTL → EE → TP	(-)0.069**	Full Mediation
PSSTL → EE	(-)0.232*	EE → OCB	0.207*	PSSTL → EE → OCB	(-)0.048*	Full Mediation
SIPR → EE	0.154*	EE → TP	0.296*	SIPR → EE → TP	0.046*	Full Mediation
SIPR → EE	0.154*	EE → OCB	0.207*	SIPR → EE → OCB	0.032*	Full Mediation

Note: \* p < 0.05; \*\* p < 0.1.



Note: \* p < 0.05.

Figure 3. Partial mediation

**Table 5.** Four partial mediation paths

Significant Mediation Paths				Specific Indirect Effect		Direct Effect		Total Effect		
Path	Path Coefficient	Path	Path Coefficient	Path	Path Coefficient	Path	Path Coefficient	Path	Path Coefficient	Mediation Effect
CSR → EE	0.424*	EE → TP	0.296*	CSR → EE → TP	0.125*	CSR → TP	(-)0.242*	CSR → TP	(-) 0.116**	Competitive Mediation
DC → EE	0.262*	EE → TP	0.296*	DC → EE → TP	0.078*	DC → TP	0.184*	DC → TP	0.261*	Complementary Mediation
DC → EE	0.262*	EE → OCB	0.207*	DC → EE → OCB	0.054*	DC → OCB	0.238*	DC → OCB	0.293*	Complementary Mediation
PA → EE	0.128*	EE → TP	0.296*	PA → EE → TP	0.038**	PA → TP	0.21*	PA → TP	0.248*	Complementary Mediation

Note: \* p < 0.05; \*\* p < 0.1.

**Table 6.** Measurement invariance of composites (MICOM)

Variable	Original correlation, C	Correlation permutation means	5.00% C <sub>u</sub>	Permutation p-value
Burnout	0.999	0.999	0.998	0.52
Corporate Social Responsibility (CSR)	0.998	0.998	0.996	0.272
Dispositional Characteristics (DC)	0.996	0.998	0.994	0.137
Distributive Justice (DJ)	0.998	0.998	0.995	0.262
Employee Engagement (EE)	0.991	0.996	0.988	0.1
Fit Perceptions (FP)	0.999	0.999	0.997	0.509
Health & Wellbeing (HWB)	1	0.999	0.998	0.86
Intention to Quit (ITQ)	1	1	0.999	0.627
Job Characteristics (JC)	0.999	0.997	0.992	0.827
Job Satisfaction (JS)	0.999	1	0.998	0.211
Organizational Citizenship Behavior (OCB)	0.997	0.997	0.992	0.506
Organizational Commitment (OCOM)	0.999	0.999	0.998	0.083
Opportunities for Learning & Development and Reward and Recognition (OR)	0.985	0.994	0.984	0.062
Psychological Availability (PA)	1	0.999	0.997	0.915
Psychological Ownership and Psychologically Meaningful (POM)	0.999	0.999	0.998	0.361
Psychological Safety (PS)	1	0.996	0.985	0.962
Perceived Supervisor Support & Transformational Leadership (PSSTL)	0.998	0.998	0.994	0.263
Social and Interpersonal Relationships (SIPR)	0.998	0.998	0.995	0.398
Stress & Strain (SS)	0.998	0.998	0.995	0.46
Task Performance (TP)	0.999	0.998	0.997	0.744

Gender Differences in Employee Engagement of Generation Y were established using the Multigroup Analysis (MGA) technique with Smart PLS SEM Version 4 software (Matthews, 2017). As required, the Measurement Invariance of the Composite Model (MICOM) was established before using the Multigroup Analysis (MGA) technique by checking for the configural invariance and compositional invariance. This is indicated in Table 6.

For establishing Measurement Invariance of the Composite Model (MICOM), the original correlation value  $C$  of each variable should be higher than 5% quantile value  $C_u$ , and the permutation value of  $p$  should not be below 0.05, i.e., should not be significant. From Table 6, it can be inferred that there is no measurement invariance.

The multigroup analysis technique was used to assess the difference in the path diagrams of male and female employees. The path diagram is an indicator of the strength of the relationship between the variables and also the strength of the drivers (antecedents). There are 7 cases of significant gender-based differences in the drivers of EE. These are enumerated in Table 7 and highlighted. The significance of the path diagrams is also indicated.

**Table 7.** Multi-group analysis: Male vs female bootstrapping results – Path Coefficients

Paths	Original (Females)	Original (Males)	p-values females	p-values males
CSR → EE	0.589*	<b>0.253*</b>	0	0.008
CSR → TP	-0.46*	-0.023	0.001	0.416
DC → EE	0.337*	<b>0.178**</b>	0	0.074
DC → OCB	0.354*	0.01	0.001	0.478
DJ → EE	0.007	0.171*	0.476	0.033
EE → OCB	0.273*	0.057	0.008	0.377
EE → TP	0.342*	0.217*	0.001	0.043
FP → EE	0.075	0.279*	0.266	0.011
PA → OCB	0.232*	0.118	0.013	0.268
PA → TP	0.201*	0.204	0.037	0.12
PS → EE	-0.054	-0.148*	0.234	0.012
PSSTL → EE	-0.215*	-0.133	0.046	0.111
SIPR → EE	0.255*	-0.094	0.021	0.202

Note: \*  $p < 0.05$ ; \*\*  $p < 0.1$ .

As a result of the statistical analysis, the status of various hypotheses is indicated in Tables 8 and 9. Table 8 indicates that  $H1_{a1ee}$ ,  $H1_{a2ee}$ ,  $H1_{a5ee}$ ,  $H1_{a7ee}$ ,  $H1_{a9ee}$ ,  $H1_{a10ee}$ , and  $H1_{a11ee}$  are supported. This implies that 7 of the 11 antecedents indicate gender-based differences in their relationship with EE. These are Corporate Social Responsibility (CSR), Dispositional Characteristics (DC), Distributive Justice (DJ), Psychological Availability (PA), Psychological Safety (PS), Perceived Supervisor

**Table 8.** Status of hypotheses H1aee

Number	Proposed Hypothesis	Decision
$H1_{anee}$	There are gender-based differences in the impact of antecedents on Generation Y Employee Engagement	-
$H1_{a1ee}$	There are gender-based differences in the antecedent Corporate Social Responsibility's (CSR) impact on Generation Y Employee Engagement	Supported
$H1_{a2ee}$	There are gender-based differences in the antecedent Dispositional Characteristics' (DC) impact on Generation Y Employee Engagement	Supported
$H1_{a3ee}$	There are gender-based differences in the antecedent Distributive Justice's (DJ) impact on Employee Engagement	Supported
$H1_{a4ee}$	There are gender-based differences in the antecedent Fit Perceptions' (FP) impact on Generation Y Employee Engagement	Supported
$H1_{a5ee}$	There are gender-based differences in the antecedent Job Characteristics'(JC) impact on Generation Y Employee Engagement	Not Supported
$H1_{a6ee}$	There are gender-based differences in the antecedent Opportunities for Learning & Development & Reward and Recognition's (OR) impact on Generation Y Employee Engagement	Not Supported
$H1_{a7ee}$	There are gender-based differences in the antecedent Psychological Availability's (PA) impact on Generation Y Employee Engagement	Not Supported
$H1_{a8ee}$	There are gender-based differences in the antecedent 'Psychological Ownership and Psychologically Meaningful's (POM) impact on Generation Y Employee Engagement	Not Supported
$H1_{a9ee}$	There are gender-based differences in the antecedent Psychological Safety's (PS) impact on Generation Y Employee Engagement	Supported
$H1_{a10ee}$	There are gender-based differences in the antecedent 'Perceived Supervisor Support & Transformational Leadership's (PSSTL) impact on Generation Y Employee Engagement	Supported
$H1_{a11ee}$	There are gender-based differences in the antecedent 'Social and Interpersonal Relationships' (SIPR) impact on Generation Y Employee Engagement	Supported

**Table 9.** Status of Hypotheses H2eecn

Number	Hypothesis	Result
H2 <sub>eeen</sub>	There are gender-based differences in the impact of Generation Y Employee Engagement attributes on the Consequences.	–
H2 <sub>eeec1</sub>	There are gender-based differences in the impact of Generation Y Employee Engagement attributes on the consequence Health and Well-being (HWB)	Not Supported
H2 <sub>eeec2</sub>	There are gender-based differences in the impact of Generation Y Employee Engagement attributes on the consequence Job Satisfaction (JS)	Not Supported
H2 <sub>eeec3</sub>	There are gender-based differences in the impact of Generation Y Employee Engagement attributes on the consequence 'Organizational Citizenship Behavior' (OCB).	Supported
H2 <sub>eeec4</sub>	There are gender-based differences in the impact of Generation Y Employee Engagement attributes on the consequence 'Organizational Commitment' (OCOM)	Not Supported
H2 <sub>eeec5</sub>	There are gender-based differences in the impact of Generation Y Employee Engagement attributes on the consequence Task Performance (TP)	Supported
H2 <sub>eeec6</sub>	There are gender-based differences in the impact of Generation Y Employee Engagement attributes on the consequence Burnout (BO)	Not Supported
H2 <sub>eeec7</sub>	There are gender-based differences in the impact of Generation Y Employee Engagement attributes on the consequence, Intention to Quit (ITQ)	Not Supported
H2 <sub>eeec8</sub>	There are gender-based differences in the impact of Generation Y Employee Engagement attributes on the consequence Stress and Strain (SS)	Not Supported

Support & Transformational Leadership (PSSTL), and Social and Interpersonal Relationships (SIPR). The remaining 4 hypotheses, viz.,  $H1_{a3ee}$ ,  $H1_{a4ee}$ ,  $H1_{a6ee}$ , and  $H1_{a8ee}$ , are not supported. The corresponding 4 antecedents unrelated to EE are Fit Perceptions (FP), Job Characteristics (JC), Opportunities for Learning & Development and Reward and Recognition (OR), and Psychological Ownership and Psychologically Meaningful (POM), respectively.

Hypothesis H2eecn is partially supported as there are gender-based differences on the impact of Employee Engagement on two consequences, viz., OCB and TP. The status of these hypotheses is indicated in Table 9.

## 4. DISCUSSION

The common thread among the findings is the validation of the Social Exchange Theory (SET). It is quite clear that the provision of certain antecedents or drivers by the organizations, in this case, the Indian public sector banks, facilitated Generation Y Employee Engagement. In the case of gender-based differences, the alternative hypotheses are supported. This suggests that there are significant differences in the drivers of Generation Y Employee Engagement between male and female employees. From the results, as indicated in Table 7, it can be derived that the following antecedents had a greater impact on the Generation Y Employee Engagement of female employees com-

pared to their male counterparts, viz., Corporate Social Responsibility (CSR), Dispositional Characteristics (DC) and Social and Interpersonal Relationships (SIPR). For male employees, the following antecedents had a greater impact on Generation Y Employee Engagement compared to the female employees, viz., Distributive Justice (DJ) and Fit Perceptions (FP).

According to this researcher, these differences could be because Generation Y female employees in Indian public sector banks choose steady working conditions and stability. Usually, all Indian public sector banking employees are transferable every three years. In some cases, a transfer is also linked to promotion to the next higher employment grade. Indian public sector bank women employees have been known to forego promotion and transfer for the sake of family stability. A transfer has the potential to disturb and disrupt the entire family ecosystem, including spouses and children. Male employees, on the other hand, would be more open to transfer and career growth, even if it partially disrupts the family ecosystem. In some cases, the males are capable of temporarily staying away from their families or making suitable independent commuting arrangements till the next transfer.

The present study will enable public sector banks to prioritize the relevant antecedents of Generation Y Employee Engagement depending on their need for the required consequences. Indian public sector banks are large in terms of their financial pa-

rameters, geographic spread, and workforce. They are also highly regulated by the Reserve Bank of India. For Employee Engagement to impact their performance, strengthen their competitive position, and enhance organizational outcomes, the banks would need detailed and comprehensive inputs to introduce far-reaching human resource initiatives.

There are significant differences in Generation Y Employee Engagement antecedents of the male and female employees. For enhancing the Employee Engagement of women, the banks should focus on the following 3 antecedents, viz., Corporate Social Responsibility (CSR), Dispositional Characteristics (DC), and Social and Interpersonal Relationships (SIPR). On the other hand, if the organization wishes to provide a fillip to the engagement initiatives of men, then it should focus on the following two antecedents: Distributive Justice (DJ) and Fit Perceptions (FP). It would help the top management of Indian public sector banks to prioritize those antecedents that are critical to their organization and its competitive scenario, and formulate appropriate human resource policy interventions accordingly.

To the best of this researcher's knowledge, studies on Generation Y Employee Engagement in Indian public sector banks have considered very few variables, usually not exceeding 7. Even fewer studies have identified gender-based differences in the drivers of EE. This study is based on the Social Exchange Theory (SET) and examines 20 variables comprising 11 antecedents, 1 mediator, i.e., Employee Engagement, and 8 consequences. This study has considered 6 antecedent variables in addition to Saks' (2019) model. To the best of this researcher's knowledge, this is the most comprehensive study of the Employee Engagement of Generation Y in Indian public sector banks. It can be concluded that this constitutes a substantive contribution to the Social Exchange Theory with a special focus on Generation Y Employee Engagement in Indian public sector banks. Future researchers can consider this as their starting point for gender-based studies in other banking sectors, like the private sector. Similar initiatives can be undertaken for other industry sectors such as Information Technology, Healthcare, Hospitality, etc., as well as other geographies.

The study has also drawn useful insights on gender-based differences in the drivers of Generation Y Employee Engagement in Indian public sector banks. Diversity-driven organizations across the world would benefit from more gender-based studies, especially in the domain of Employee Engagement. The multi-group analysis (MGA) technique of Smart PLS – SEM version 4 was used to compare the antecedents of the male and female employees. The use of gender as a categorical moderator opens up many areas for theoretical research, not only for Indian public sector banks but also for other industry domains. The human capital requirement of Indian public sector banks can be met only by recruiting employees of both genders. A progressive human resource policy cannot be framed using a one-size-fits-all method. This researcher has noted that there are gender-based differences in the antecedents of Generation Y Employee Engagement in Indian public sector banks. These findings are likely to have substantial implications for future research.

This study has many practical implications. According to The Hindu Bureau (2023) more than 30% of Indian public sector bank employees are women. As of 2015, 22.57% of the Indian public sector bank employees were women, and 23.39% of the officers were women (Lathabhavan et al., 2018). If India bridges the gender parity gap, it can add USD 2.8 trillion to its national Gross Domestic Product by 2025, according to a McKinsey Report (Bhandare, 2015). According to a study of 200 companies in India, board and workforce gender diversity had an affirmative and statistically significant effect on their financial performance (Laskar et al., 2024). Adoption of gender diversity policies depends on the size of the organization (number of full-time employees), the influence of external organizations, and perceived enhanced organizational flexibility (Chakraborty & Chatterjee, 2020). Gender diversity has an affirmative association with organizational outcomes in service organizations as compared to manufacturing organizations (Frink et al., 2003; Ali et al., 2011). State Bank of India has 126 all-women branches in India. (Press Information Bureau, 2017). Bank of Baroda has 5 all-women branches in the Indian States of Jharkhand and Odisha (Online Bureau, 2025).

As per this study, the critical antecedents facilitating Generation Y Employee Engagement for female employees are Corporate Social Responsibility (CSR), Dispositional Characteristics (DC), and Social and Interpersonal Relationships (SIPR). For male employees, the critical antecedents are Distributive Justice (DJ) and Fit Perceptions (FP). It may be indicated here that Corporate Social Responsibility and Distributive Justice are organization-centric antecedents. This implies that the banks need to facilitate these antecedents as a management initiative. On the other hand, Dispositional Characteristics and Fit Perceptions are employee-centric antecedents. The banks need to have an inbuilt mechanism to check these qualities in potential applicants before hiring them. Social and Interpersonal Relationships (SIPR) is an antecedent that depends on the ways employees interact socially and between person to person. To ensure this, the organization needs to invest in hiring, training, and interaction mechanisms that enable Social and Interpersonal Relationships. This implies that Social and Interpersonal Relationships (SIPR) is both an employee-centric and an organization-centric antecedent. These measures can facilitate Generation Y Employee Engagement and enable favorable consequences to enhance organizational outcomes.

Another finding of this study is that the impact of Employee Engagement on the consequences, Organizational Citizenship Behavior (OCB) and Task Performance (TP) is significantly higher in the case of women than in the case of men. This finding is in contrast to earlier studies that suggest no difference in engagement levels between men and women (Hartman & Barber, 2020; Reissova et al., 2017). This implies women are more engaged than men. Based on this study, the top management in Indian public sector banks may even consider having a higher percentage of women as com-

pared to men in future recruitment and selection initiatives. Alternatively, the findings of this study can be useful in setting up all-women branches.

The first limitation is that this research assignment focused on Indian public-sector banks. More research would be required to be done with other categories of banks, other countries, and other industries before making any gross generalizations. The second limitation is that data were collected from Generation Y. It would be important to consider that Gen Z, i.e., those born after 2000, have already entered the workforce.

This study was based on the Social Exchange Theory (SET) and the Saks (2006) framework. With the onset of globalization and the impact of the corresponding Volatility, Uncertainty, Complexity, and Ambiguity (VUCA), future researchers can consider linkages with other theories, such as the Conservation of Resources (COR) theory (Zeeshan et al., 2021). They can also examine other mediating and moderating variables.

Just as this study enumerated the differences between male and female employees, future studies can focus on differences in Generation Y EE between officers and clerks. Another area of research could be to assess differences in antecedents based on seniority and years of experience. Every country in the world has a banking system in place. Usually, it is regulated by an apex central bank that is under government control. Even after digitalization, banks employ a large number of employees across the world. Many countries have public sector banks in addition to private banks. The findings from this study can provide valuable insights for further research on the Employee Engagement of Generation Y in the banking sector in general and public sector banks in particular in countries other than India.

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## CONCLUSION

The purpose of this study was to empirically validate a comprehensive gender-moderated model of employee engagement among Generation Y employees in Indian public sector banks. Generation Y Employee Engagement mediated the relationship between 6 antecedents, viz., Corporate Social Responsibility, Dispositional Characteristics, Psychological Availability, Psychological Safety, Perceived Supervisor Support and Transformational Leadership, and Social and Interpersonal Relationships, and two consequences, viz., Organizational Citizenship Behavior and Task Performance. Critical

and significant antecedents mediated by Employee Engagement are Dispositional Characteristics and Psychological Availability. The antecedents Distributive Justice and Fit Perceptions emerge as the critical and significant antecedents for Generation Y Employee Engagement of male employees. Corporate Social Responsibility, Dispositional Characteristics, and Social Interpersonal Relationships are the critical and significant antecedents for Generation Y Employee Engagement among female employees.

## AUTHOR CONTRIBUTIONS

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## APPENDIX A



M.S. Ramaiah University of Applied Sciences

Dear Sir/Madam,

Happy to introduce myself as Srikanth Payal, pursuing a Ph.D. program at the Department of Management and Commerce, M.S. Ramaiah University of Applied Sciences, Bangalore.

The purpose of this survey is to ‘develop a model for employee engagement of Generation Y in Indian public sector banks to recommend modifications to prevalent HR policies for enhanced engagement’. (By Generation Y, we mean Generation Y, i.e., respondents who should have been born between the years 1976 and 2000).

My Ph.D. guide is Dr H. S. Srivatsa, Professor, Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bangalore.

Your responses will be highly valuable for my thesis. Based on the outcomes of my research, recommendations would be suggested to the banks. You are requested to answer every question. Please reflect on each question carefully before answering. Would also request you to kindly avoid marking ‘Neutral’ response unless it is unavoidable.

I request an early response from your side. Overall, the data provided by you shall be used for research purposes only and shall be kept strictly confidential. Thank you for your cooperation.

Name of the Organization:

Location:

Name of the Employee:

Department:

Designation:

Contact no:

E-mail id:

Please tick the appropriate response.

**Table A1.** Respondents (Section A)

No.	Characteristic	Response	
1	Age: (In years)	20-25	<input type="checkbox"/>
		26-30	<input type="checkbox"/>
		31-35	<input type="checkbox"/>
		36-40	<input type="checkbox"/>
		41-45	<input type="checkbox"/>
		> 45	<input type="checkbox"/>
2	Gender	Male	<input type="checkbox"/>
		Female	<input type="checkbox"/>
3	Structure of the family	Nuclear	<input type="checkbox"/>
		Joint	<input type="checkbox"/>
4	Cadre	Officer	<input type="checkbox"/>
		Clerical	<input type="checkbox"/>
		Support Staff	<input type="checkbox"/>

**Table A1 (cont.).** Respondents (Section A)

No.	Characteristic	Response	
5	Seniority in the organization	Top-level	<input type="checkbox"/>
		Senior Level	<input type="checkbox"/>
		Middle Level	<input type="checkbox"/>
		Junior Level	<input type="checkbox"/>
6	Educational Qualification	Doctoral	<input type="checkbox"/>
		Postgraduate	<input type="checkbox"/>
		Graduate	<input type="checkbox"/>
		Pre-University or lower	<input type="checkbox"/>
7	Years of Total Experience: (in years)	0-1	<input type="checkbox"/>
		1-5	<input type="checkbox"/>
		5-10	<input type="checkbox"/>
		10-15	<input type="checkbox"/>
		15-20	<input type="checkbox"/>
		Above 20	<input type="checkbox"/>
8	Marital Status	Married	<input type="checkbox"/>
		Unmarried	<input type="checkbox"/>
		Divorced	<input type="checkbox"/>
		Widowed	<input type="checkbox"/>

Please encircle the appropriate response within the box. There are no right or wrong answers. Please answer all questions. Please do not leave any question unanswered.

**Table A2.** Sections B, C and D

Q No.	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Section B</b>						
1	Sometimes I am so into the job that I lose track of time	1	2	3	4	5
2	This job is all-consuming; I am totally into it	1	2	3	4	5
3	Being a member of this organization is very captivating	1	2	3	4	5
4	One of the most exciting things for me is getting involved with things happening in this organization	1	2	3	4	5
5	Being a member of this organization makes me come "alive."	1	2	3	4	5
6	Being a member of this organization is exhilarating for me	1	2	3	4	5
7	I am highly engaged in this organization	1	2	3	4	5
<b>Section C</b>						
8	Our company supports employees who want to acquire additional education	1	2	3	4	5
9	Our company policies encourage employees to develop their skills and careers	1	2	3	4	5
10	Our company implements flexible policies to provide a good work-life balance for its employees	1	2	3	4	5
11	The management of our company is primarily concerned with employees' needs and wants	1	2	3	4	5
12	The managerial decisions related to the employees are usually fair	1	2	3	4	5
13	Our company contributes to campaigns and projects that promote the well-being of society	1	2	3	4	5
14	Our company implements special programs to minimize its negative impact on the natural environment	1	2	3	4	5

**Table A2 (cont.).** Sections B, C and D

Q No.	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
15	Our company participates in activities that aim to protect and improve the quality of the natural environment	1	2	3	4	5
16	Our company targets sustainable growth, which considers future generations	1	2	3	4	5
17	Our company invests in creating a better life for future generations	1	2	3	4	5
18	Our company encourages its employees to participate in voluntary activities	1	2	3	4	5
19	Our company provides full and accurate information about its products to its customers	1	2	3	4	5
20	Customer satisfaction is highly important for our company	1	2	3	4	5
21	My conscientiousness makes me more committed to my job	1	2	3	4	5
22	My positive emotions enable me to prepare for future challenges	1	2	3	4	5
23	My core-self evaluations give me the confidence to be psychologically available to take on challenges	1	2	3	4	5
24	The outcomes I receive are appropriate for the work that I have completed	1	2	3	4	5
25	My outcomes reflect my contribution to my organization	1	2	3	4	5
26	My outcomes are justified given my performance	1	2	3	4	5
27	What this organization stands for is important to me	1	2	3	4	5
28	I talk up this organization to my friends as a great organization to work for	1	2	3	4	5
29	If the values of this organization were different, I would not be as attached to this organization	1	2	3	4	5
30	Since joining this organization, my personal values and those of the organization have become more similar	1	2	3	4	5
31	The reason I prefer this organization to others is because of what it stands for, that is, its values	1	2	3	4	5
32	My attachment to this organization is primarily based on the similarity of my values and those represented by the organization	1	2	3	4	5
33	I am proud to tell others that I am part of this organization	1	2	3	4	5
34	I feel a sense of 'ownership' for this organization rather than being just an employee	1	2	3	4	5
35	The significance of my job motivates me to avoid being absent	1	2	3	4	5
36	My job permits me to decide how I go about doing the work	1	2	3	4	5
37	My organization has a fair transfer policy for all employees	1	2	3	4	5
38	My organization ensures that married employees join their spouses in their location	1	2	3	4	5
39	My organization ensures that unmarried ladies are posted near their hometowns	1	2	3	4	5
40	There are administrative hassles faced by me in executing my job	5	4	3	2	1
41	My job causes emotional conflict	5	4	3	2	1
42	My job gets entangled in organizational politics	5	4	3	2	1
43	I face resource inadequacies in completing my job	5	4	3	2	1
44	I encounter role conflict in my job	5	4	3	2	1
45	I face a role overload in my job	5	4	3	2	1
46	I am confident in my ability to deal with problems that come up at work	1	2	3	4	5
47	I am confident in my ability to think clearly at work	1	2	3	4	5
48	I am confident in my ability to display the appropriate emotions at work	1	2	3	4	5
49	I am confident in my ability to handle competing demands at work	1	2	3	4	5
50	I am confident that I can handle the physical demands at work	1	2	3	4	5
51	I feel I belong to this organization	1	2	3	4	5
52	The work I do on this job is very important to me	1	2	3	4	5
53	My job activities are personally meaningful to me	1	2	3	4	5
54	My job activities are significant to me	1	2	3	4	5
55	I feel that the work I do on my job is valuable	1	2	3	4	5

**Table A2 (cont.).** Sections B, C and D

Q No.	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
56	I'm not afraid to be myself at work	1	2	3	4	5
57	I am afraid to express my opinions at work	5	4	3	2	1
58	There is a threatening environment at work	5	4	3	2	1
59	My supervisor cares about my opinions	1	2	3	4	5
60	My supervisor strongly considers my goals and values	1	2	3	4	5
61	My supervisor talks to us about his/her most important values and beliefs	1	2	3	4	5
62	My supervisor expresses his/her confidence that we will achieve our goals	1	2	3	4	5
63	My organization creates systems to capture and share learning	1	2	3	4	5
64	A pay raise or increment is decided in my organization by standard procedures based on merit	1	2	3	4	5
65	In my organization, Job security is assured based on merit	1	2	3	4	5
66	My supervisor praises good work.	1	2	3	4	5
67	Employees are treated fairly by my supervisor	1	2	3	4	5
68	My supervisor does what he/she says he/she will do	1	2	3	4	5
69	I trust my supervisor.	1	2	3	4	5
60	My supervisor strongly considers my goals and values	1	2	3	4	5
61	My supervisor talks to us about his/her most important values and beliefs	1	2	3	4	5
62	My supervisor expresses his/her confidence that we will achieve our goals	1	2	3	4	5
63	My organization creates systems to capture and share learning	1	2	3	4	5
64	A pay raise or increment is decided in my organization by standard procedures based on merit	1	2	3	4	5
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67	Employees are treated fairly by my supervisor	1	2	3	4	5
68	My supervisor does what he/she says he/she will do	1	2	3	4	5
69	I trust my supervisor.	1	2	3	4	5
60	My supervisor strongly considers my goals and values	1	2	3	4	5
61	My supervisor talks to us about his/her most important values and beliefs	1	2	3	4	5
62	My supervisor expresses his/her confidence that we will achieve our goals	1	2	3	4	5
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65	In my organization, Job security is assured based on merit	1	2	3	4	5
66	My supervisor praises good work.	1	2	3	4	5
67	Employees are treated fairly by my supervisor	1	2	3	4	5
68	My supervisor does what he/she says he/she will do	1	2	3	4	5
69	I trust my supervisor.	1	2	3	4	5
60	My supervisor strongly considers my goals and values	1	2	3	4	5
61	My supervisor talks to us about his/her most important values and beliefs	1	2	3	4	5
62	My supervisor expresses his/her confidence that we will achieve our goals	1	2	3	4	5
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65	In my organization, Job security is assured based on merit	1	2	3	4	5
66	My supervisor praises good work.	1	2	3	4	5
67	Employees are treated fairly by my supervisor	1	2	3	4	5
68	My supervisor does what he/she says he/she will do	1	2	3	4	5
69	I trust my supervisor.	1	2	3	4	5
<b>Section D</b>						
70	My work makes me feel physically exhausted	5	4	3	2	1
71	My work often makes me emotionally exhausted	5	4	3	2	1
72	Very often, I feel worn out	5	4	3	2	1
73	Due to my work, I don't have enough energy for family and friends during my leisure time	5	4	3	2	1
74	My work frustrates me	5	4	3	2	1
75	I feel burnt out because of my work	5	4	3	2	1
76	I find it hard to work with clients	5	4	3	2	1
77	It drains my energy to work with clients	5	4	3	2	1
78	I feel that I give more than what I get back when I work with clients	1	2	3	4	5
79	I am tired of working with clients	5	4	3	2	1

**Table A2 (cont.).** Sections B, C and D

Q No.	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
80	I sometimes wonder how long I will be able to continue working with clients	5	4	3	2	1
81	Pursuing my work ensures that I keep good Physical health	1	2	3	4	5
82	Pursuing my work ensures that I keep maintaining good mental health	1	2	3	4	5
83	Being engaged in my work ensures that I maintain good emotional health	1	2	3	4	5
84	I frequently think of quitting my job	5	4	3	2	1
85	I am planning to search for a new job during the next 12 months	5	4	3	2	1
86	If I have my way, I will not be working for this organization one year from now	5	4	3	2	1
87	All in all, I am satisfied with my job	1	2	3	4	5
88	In general, I like working here	1	2	3	4	5
89	I help other employees with their work when they have been absent	1	2	3	4	5
90	I volunteer to do things not formally required by my job	1	2	3	4	5
91	I take the initiative to orient new employees to the department even though it is not part of my job description	1	2	3	4	5
92	I help others when their workload increases (assist others until they get over the hurdles)	1	2	3	4	5
93	I assist others with my duties	1	2	3	4	5
94	I give advance notice if I am unable to come to work	1	2	3	4	5
95	I do not take unnecessary time off from work	1	2	3	4	5
96	I do not take extra breaks	1	2	3	4	5
97	I do not spend a great deal of time in idle conversation	1	2	3	4	5
98	I would be happy to work at my organization until I retire	1	2	3	4	5
99	Working at my organization has a great deal of personal meaning to me	1	2	3	4	5
100	I feel that the problems faced by my organization are also my problems	1	2	3	4	5
101	I feel personally attached to my work organization	1	2	3	4	5
102	I am proud to tell others I work at my organization	1	2	3	4	5
103	I feel a strong sense of belonging to my organization	1	2	3	4	5
104	In the last month, I have often been upset because of something that happened unexpectedly	5	4	3	2	1
105	In the last month, I have often felt that I was unable to control the important things in my life	5	4	3	2	1
106	In the last month, I have often felt nervous	5	4	3	2	1
107	In the last month, I have often dealt successfully with irritating life hassles	1	2	3	4	5
108	In the last month, I have often felt confident about my ability to handle my personal problem	1	2	3	4	5
109	In the last month, I have felt that things were going my way	1	2	3	4	5
110	In the last month, I have often found that I could not cope with all the things that I had to do?	5	4	3	2	1
111	In the last month, I have often been able to control irritations in my life	1	2	3	4	5
112	In the last month, I have often felt that I was on top of things	1	2	3	4	5
113	In the last month, I have often been angered because of things that happened that were outside of my control	5	4	3	2	1
114	In the last month, I have often found myself thinking about things that I have to accomplish	1	2	3	4	5
115	In the last month, I have often been able to control the way I spend my time	1	2	3	4	5
116	In the last month, I have often felt that difficulties were piling up so high that I could not overcome them	5	4	3	2	1
117	My work causes anxiety	5	4	3	2	1
118	My work causes depression	5	4	3	2	1
119	My work causes frustration	5	4	3	2	1

**Table A2 (cont.).** Sections B, C and D

Q No.	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
120	My work facilitates job satisfaction	1	2	3	4	5
121	Due to strenuous work, I wish to quit	5	4	3	2	1
122	Due to strain in my work, I had to visit my doctor	5	4	3	2	1
123	The strain in my work makes me take an unplanned leave of absence	5	4	3	2	1
124	The strain in my work adversely affects my job performance	5	4	3	2	1
125	I usually meet the criteria for performance	1	2	3	4	5
126	I demonstrate expertise in all job-related tasks	1	2	3	4	5
127	I fulfill all the requirements of the job	1	2	3	4	5
128	I could manage more responsibility than typically assigned	1	2	3	4	5
129	I appear suitable for a higher-level role	1	2	3	4	5
130	I handle tasks with proficiency	1	2	3	4	5
131	I perform well in the overall job.	1	2	3	4	5
132	I plan to achieve the objectives of the job	1	2	3	4	5
133	I organize to meet deadlines	1	2	3	4	5