Sri Lankan Journal of Management *Vol. 28, No. 1, January - June, 2023*

References

Andrew, O. C., & Sofian, S. (2012). Individual factors and work outcomes of employee engagement. Procedia-Social and Behavioral Sciences, 40, 498-508.

Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. International Journal of Productivity and Performance Management, 63(3), 308-323. https://doi.org/10.1108/IJPPM-01-2013-0008

Employee Engagement of Millennials in the "New Normal": A Study of Sri Lankan Professionals

- Hewitt, A. (2015). Aon Hewitt's model of employee engagement. Aon Inc, 1-9.
- Bersin, J. (2014). Leadership. www.forbes.com/sites/joshbersin/2014/04/10/
- Christian, M., Garza, A., & Slaughter, J. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology, 64*(1), 89–136. https://doi.org/10.1111/j.1744-6570.2010.01203.x
- Codrington, G. (2008). Detailed introduction to generational theory. Tomorrow today, 2, 2-15.
- Demerouti, E., & ten Brummelhuis, L. (2012). Work engagement, performance, and active learning: The role of conscientiousness. *Journal of Vocational Behavior*, 80(2). https://doi.org/10.1016/j.jvb.2011.08.008
- Dessler, G. (2008). A Framework for Human Resource Management (4th Ed.). Pearsons Education.
- Dharmasiri, A. S. (2015, October 15), Talk in Tamilnadu on Tech Tradi Tribe. *Daily FT.* https://www.ft.lk/Columnists/talk-in-tamil-nadu-on-tech-tradi-tribe/4-484733
- Dharmasiri, A. S., & Jayawardena, A. K. L. (2021). Conceptualizing, developing, and validating a measuring scale for employee engagement: Evidence drawn across industries in Sri Lanka, *Sri Lankan Journal of Management*, 26(1), 40-63.
- Forastero, A., Sjabadhyni, B., & Mustika, M. D. (2018). What millennials want: How to optimize their work. *Psikohumaniora: Jurnal Penelitian Psikologi, 3*(1), 1-16.
- Galahitiyawe, N. W. K. (2013). *Outsourcing success: Determining its critical managerial factors in the services industry* [PhD thesis, University of Malaya]. studentsrepo.um.edu.my/6115/1/nilakshi_CHA_090020_PHD_THESIS_Final.pdf
- Hackman, J. R., & Oldham, G. R. (1980). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60(2), 159-170.
- Hameed, A. S., & Mukunthan, T. (2020). *Employee engagement: Development and validation of a multidimensional scale* [Unpublished doctoral thesis]. University of Sri Jayawardenapura, Sri Lanka.
- Hershatter, A., & Epstein, M. (2010). Millennials and the world of work: An organization and management perspective. *Journal of Business and Psychology, 25*(1), 211-223. https://doi. 10.1007/s10869-010-9160-y
- Howe, N., & Strauss, W. (2007). The next 20 years: How customer and workforce attitudes will evolve. *Harvard Business Review*, 1(1), 1-13.
- Huyler, D., Pierre, Y., Ding, W., & Norelus, A. (2015). Millennials in the workplace: Positioning companies for future success. *In proceedings of the 14th Annual South Florida Education Research Conference* (pp.114-120). Florida, USA.

- Iddagoda, Y. A., & Opatha, H. H. (2020). Relationships and mediating effects of employee engagement: An empirical study of managerial employees of Sri Lankan listed companies. *Sage Open, 10*(2).
- Jha, N., Sareen, P., & Potnuru, R. K. G. (2019). Employee engagement for millennials: Considering technology as an enabler. *Development and Learning in Organizations*, 33(1), 9-11.
- Jena, L. K., Pradhan, S., & Panigrahy, N. P. (2018). Pursuit of organizational trust: Role of employee engagement, psychological well-being and transformational leadership. *Asia Pacific Management Review*, 23(3), 227–234. https://doi.org/10.1016/j.apmrv.2017.11.001
- Kular, S., Gatenby, M., Rees, C., Soane, E., & Truss, K. (2008). Employee engagement: A literature review (Working Paper No. 7). https://eprints.kingston.ac.uk/id/eprint/4192/1/19wempen.pdf
- Logendran, M., & Kailasapathy, P. (2020). To engage or not? Antecedents of employee engagement in Sri Lanka. *Asia Pacific Journal of Human Resources.* https://doi.org/10.1111/1744-7941.12270
- Loring, A., & Wang, J. (2021). Engaging gen z in professional selling: A systematic literature review. *European Journal of Training and Development, 46*(5/6), 413-433. https://doi.org/10.1108/ejtd-07-2020-0120
- Mannheim, K. (1952). *The problem of generations*. Routledge. http://www.history.ucsb.edu/faculty/marcuse/classes/201/articles/27MannheimGenerations.pdf.
- Maslach, C. & Leither, M. P. (1997). The truth about burnout. Jossey-Bass.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological condition of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37.
- Memon, M., Salleh, R., Mirza, M., Cheah, J., Ting, H., Ahmad, M., & Tariq, A. (2020). Satisfaction matters: The relationships between HRM practices, work engagement and turnover intention. *International Journal of Manpower*, 42(1), 21-50. https://doi.org/10.1108/ijm-04-2018-0127
- Mendis, S. A., & Dharmasiri, A. S. (2019). The impact of multiple intelligences on individual work performance and the role of generations. *Sri Lankan Journal of Management, 24*(1), 1-29.
- Meredith, G. E., Schewe, C. D., & Karlovich, J. (2002). *Defining markets, defining moments: America's 7 generational cohorts, their shared experiences, and why businesses should care.* Wiley.
- Meriläinen, M., Kõiv, K., & Honkanen, A. (2019). Bullying effects on performance and engagement among academics. *Employee Relations, 41*(6), 1205-1223. https://doi.org/10.1108/er-11-2017-0264
- Patro, C. S. (2013, December). The impact of employee engagement on organization's productivity. In Proceedings of the 2nd International Conference on Managing Human Resources at the Workplace (Vol. 1, pp. 1-9).

Employee Engagement of Millennials in the "New Normal": A Study of Sri Lankan Professionals

- Pattnaik, L., & Jena, L. K. (2021), Mindfulness, remote engagement and employee morale: Conceptual analysis to address the "new normal", *International Journal of Organizational Analysis*, 29(4), 873-890. https://doi.org/10.1108/IJOA-06-2020-2267
- Ranaweera, U. M. C., & Dharmasiri, A. S. (2016). Generation y and their job performance. *Sri Lankan Journal of Management*, *21*(1), 39 -82.
- Rees, C., Alfes, K., & Gatenby, M. (2013). Employee voice and engagement: Connections and consequences. *The International Journal of Human Resource Management*, 24(14), 2780–2798. https://doi.org/10.1080/09585192.2013.763843
- Reynolds, L., Bush, E. C., & Geist, R. (2008). The gen y imperative. *Communication World, 2,* 19-22. https://www.iabc.com/wp-content/uploads/2014/10/The-Gen-Y-Imperative.pdf
- Roloff, M. E. (1981). Interpersonal communication: The social exchange approach. Sage.
- Robison, J. (2009). Building engagement in this economic crisis. Gallup Business Journal. https://news.gallup.com/businessjournal/115213/building-engagement-economic-crisis.aspx
- Ryder, N. B. (1965). The cohort as a concept in the study of social change. *American Sociological Review*, 30(6), 843-861.
- Sahni, J. (2021). Employee engagement among millennial workforce: Empirical study on selected antecedents and consequences. *Sage Open*, *11*(1).
- Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21, 600–619.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior, 25*(3), 293–315.
- Shuck, B., & Reio, T. G. (2011). The employee engagement landscape and HRD: How do we link theory and scholarship to current practice? *Advances in Developing Human Resources*, 13, 419–428.
- Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. Human Resource Development Review, 9, 89-110. https://doi. 10.1177/1534484309353560
- Sneader, K., & Singhal, S. (2020). From thinking about the next normal to making it work: What to stop, start, and accelerate. McKinsey.
- Gallup (2023). State of the global workplace: 2023 report. https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx
- Strauss, W., & Howe, N. (1991). *Generations: The History of America's Future,* 1584 to 2069. William Morrow.

Sri Lankan Journal of Management

Vol. 28, No. 1, January - June, 2023

- Thompson, N. W. (2011). Managing the millennials: Employee retention strategies for generation y. [Thesis, Claremont McKenna College]. https://scholarship.claremont.edu/cgi/viewcontent.cgi?article=1297&context=cmc_these
- Tyler, T. R., & Blader, S. L. (2001). Identity and cooperative behavior in groups. *Group Processes & Intergroup Relations*, 4(3), 207–226. https://doi. org/10.1177/1368430201004003003
- Weeratunga, V. (2020). What works for the west, may not work for the rest: Employee engagement in Sri Lanka [Unpublished doctoral dissertation]. University of New South Wales, Australia.
- Wickramasinghe, V., & Perera, S. (2014). Effects of perceived organisation support, employee engagement and organisation citizenship behaviour on quality performance. *Total Quality Management & Business Excellence*, 25(11-12), 1280-1294.
- Xiong, Z., Li, P., Lyu, H., & Luo, J. (2021). From gen z, millennials, to baby boomers: Portraits of working from home during the COVID-19 pandemic.
- Yavuz, E., Aksoy, M., & Yayla, O. (2014). Enhancing employee success in organizations as a process: Justice, confidence and commitment. *American International Journal of Contemporary Research*, 4(4), 629–634.