

# Role of HR Practices in Workplace Attitude and Values System of Millennials: A Study of Indian Public Sector Undertakings (PSUs)

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## Abstract

Much has been written and researched about the workplace attitude and values system of the Millennials. However, much is not known about the role HR practices play in influencing these and leading to Higher engagement level, performance and intention to stay/leave. The present paper aims to examine how HR practices influence workplace attitude and Values system of millennials and facilitate their integration with the organisation. Employee engagement, Employee performance and turnover intention among millennials are a function of workplace attitude and values system that HR practices can influence to the benefit of the organisation. Under the theoretical underpinnings of Social Exchange Theory (SET) a model was proposed and tested using SPSS version 21 and AMOS. The results indicate that Rewards & Recognition, Training & Development and Job Security significantly influenced Employee Engagement. Further Employee Engagement significantly influenced Employee performance. However, no significant relation was found between Employee Engagement and Turnover Intention. The implications and limitations of the studies are further discussed.

**Keywords:** Millennial generation value system and workplace attitude, HR practices, Employee Engagement, Employee performance, Turnover Intention, Indian PSUs,

## Introduction

Though the concept of Employee engagement has been investigated by both practitioners and academicians (Saks & Gruman, 2014), yet critical factors like workplace attitude and values system and their impact on Millennials have not been deeply researched. Employees are a crucial part of every organization. More so, the Millennials who now comprise a strong workforce in many organisations including the Public Sector Undertaking (PSUs). Managing employees in the present-day scenario due to continuous changing dynamics of workplace characterized by high employee turnover is challenging for the management (Reijseger et al., 2017). Studies have revealed that high level of employee engagement leads to increased productivity, improved performance, employee retention and other favourable employee outcomes (Bakker &

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Albrecht, 2018; Biswas & Bhatnagar, 2013). It is these factors that depend on workplace attitude and value system which can be affected significantly by HR practices. Rightly then, organizations are focusing on formulating HR practices that increase that address the attitudinal disposition and values system to increase productivity of its employees (Ayanda & Sani, 2011). The impact of HR practices on employee's workplace behaviour, attitude and performance has been studied significantly in western countries in both developed and emerging economies across varying industries. Majority of

studies have been conducted in like hospitality (Karatepe,2013; Frye et al 2020) banking (Cooke et al 2019) IT (Anitha, 2014, Sandhya & Sulphay ,2019). However, in Indian context not much attention has been given to this area in the public sector undertakings (PSUs). PSUs play a vital role in contributing to nations growth and development. Due to globalisation, ongoing technological advancement, digitalisations there is pressure on public sector to increase its performance (Anshul et al 2018). Against this backdrop, the coal sector represents a valid context for studying employee engagement due to the following reasons. Firstly, it is a labour-intensive industry which continuously experience labour unrests, impacting and affecting the attitudes and work behaviours of the employees. Secondly studies suggests that one of the reason for poor engagement among mining workers is lack of safety and proneness to accident at the work place ( Kumar et al 2021; Paul & Maiti, 2007). Thirdly employees are expected to be more committed to due lack of empowerment and career development opportunities (Montrone et al 2021; Bhushan et al 2020; Maslach, Schaufeli, & Leiter, 2001). Owing to this organisations demand people who are more engaged at work can contribute more to the organizational goals (Gruman and Saks, 2011). According to Bal et al. (2013), employees who highly engaged are more likely to be passionate about their work and are also inherently inclined towards the organisational goals as compared to disengaged employees. Employees that are engaged in their job are more energetic and productive, which has a beneficial impact on organisational performance measures (Kahn, 1990).

Coal India Limited (CIL) leads the coal production in the world. It accounts for over 80% of India's coal production. India ranks third in coal production after China and the United States of America (PwC Report 2016). In India Coal mining is considered as highly important economic activity as it significantly contributes to the

economy. It plays an important role not only as an energy source but also socio- economically, as it employs more than 100000 people both directly and indirectly (CIL Vision 2020, 2018) Total Coal reserves accounts for 86 billion tonnes, and the demand for coal is very high. The main reasons for this are the continuous rising demand of power and rise in other infrastructure industries. Thus, energy security is a major challenge for the Indian economy and to combat the same CIL plans to achieve one billion coal production and above by the year 2021. To achieve this, the company has intended to initiate major changes in its Human Resource policy with respect to its managerial cadres which call, for robust rebooting and resetting of its people, and processes. It is important to lead and manage the changes by strategizing and aligning its people, processes and practices to develop the critical capabilities among its employees by engaging, enhancing performance and retaining them. The main factor which triggers this transformation is the changing demographics profile of the management cadre employees. The average age of CIL's executive cadre is about 47-year-old. Around 750 executives (CIL HR Vision 2020 Report ,2015) retiring annually from the middle and the senior management. This has caused loss of organisational knowledge base and core people competencies and capabilities, developed over the years. To fill the void, they've began to attract new talent from universities such as the Indian Institute of Technology (IITs), the National Institute of Technology (NITs), and others. There is an annual intake of around thousand young and talented executives. Coupled with changing workplace demographics, achieve one billion coal production the organizations require employees who are extremely energetic and engaged (Bakker and Schaufeli, 2008).

As discussed above, although employee engagement is popular construct of study among scholar across countries and industries yet there has been limited research on antecedents and

consequences for millennial workforce in Indian PSUs. Therefore addressing the gaps in domain of employee engagement from an Indian perspective in the coal sector are, First mostly studies have been conducted a macro level on employee engagement and specifically targeting the Millennials due to two reasons, as they are significant part of the workforce as India being a nation of youth more than half of the Indian population, of over one billion is less than 25 years in age. With a population and working population of 1.2 billion and 8 billion respectively India is at an inflection point However by the year 2025, 65% of the population will be in the employment bracket and aged between 18-64 (Nilekani, 2009). Around 40% of population constitute of Millennials (Nayar 2013). Hence understanding the millennials workforce with ongoing technological advancement, digitalisations and globalisation will not only enrich the Indian economy but will also be a vital source of manpower to the developed nations. From HRM perspective limited studies (Anshul et al 2018, Mukherjee et al 2021) have been conducted focusing the coal sector. Most studies related to predictor and consequences of the construct have been conduct in Hospitality Banking and IT, manufacturing sectors. Sahani (2021) suggested to that measuring employee engagement of human capital belonging to varying demographics (age, work experience) professions, sectors and industries will facilitate companies in recognising the job demands and resources. hence the study aims to address this gap. Owing to the research gap we aim to answer the following research questions:

*RQ1: How does HR practices (Determinants) influence employee engagement in millennial employee's Indian coal sector.*

*RQ2: How does employee engagement affects the HR outcomes (consequences) namely employee performance and turnover intention in the millennial employees.*

Based on the research question we have further discussed the objectives of the study.

The current study aims to investigate employee engagement of the millennial workforce in coal India Limited. Further the study examines how antecedents posited as HR practices: Empowerment, Rewards & Recognition, Training & Development, Job security and career advancement opportunities as influence Employee engagement and how Engagement influence Employee performance and Turnover Intention (HR outcomes) as the consequences. Therefore, following are the objectives of the present study:

1. To study the current status of employee engagement among the millennial executive and non-executive employees.
2. To investigate the selected HR practices (determinants) of employee engagement Rewards & Recognition, Empowerment, Job security, Training & Development, and career advancement opportunities
3. To test the HR outcomes (Consequences) of employee engagement: Employee performance and Turnover Intention

The present research paper is divided into four sections. The first section of the paper includes introduction, research gaps and objectives. The second section comprises discussion of the theoretical framework, extensive literature review and hypotheses development and model specification. The third section discusses in detail the research technique, followed by a discussion of data analysis and research findings. Finally, the discussion, implication limitations, and scope for further study are highlighted in the conclusion section.

## Literature Review & Hypothesis Development

### *Social Exchange Theory*

A large number of studies have utilized the theoretical foundation of social exchange theory (SET) to explain the occurrence of engagement among employees (Sahani 2021, Pradhan et al 2019 Uddin et al., 2019). It has been widely regarded as a popular model in sociology and social psychology (Cook and Rice, 2003) for understanding the workplace behaviour (Cropanzano and Mitchell, 2005). The SET is founded on the basic principle of reciprocity and repayment when two parties follow certain 'rules of exchange. Given that the SET involves repayment and reciprocity, organizations that foster environments for social exchange relationships by providing economic and socio-emotional benefits to employees, tend to experience benefits such as increased job performance, increased organizational citizenship behaviour, lower turnover intention (Cropanzano et al., 2003), higher organizational commitment (Cropanzano and Mitchell, 2005), and higher work engagement (Karatepe, 2013b) from their employees. This is essentially attributed to the employee's need to respond to or repay the organization (Saks, 2006; Karatepe, 2013b). The theory put forward that employees feel obligated to pay back to the organization in-return for the support and resources provided by that organization through being committed and engaged. SET drives the theoretical underpinnings of the current study and provide guidance to explain the relationships among the antecedents (HR practices), employee engagement and the consequences the (HR outcomes).

### *Employee Engagement*

The concept of employee engagement was pioneered by Kahn, referred to it as employees' "use varying degrees of their selves, physically, cognitively and emotionally in work role

*performance*". Since last two decades studies related to engagement have flourished in the organisational era. Following Kahn, many researchers have contributed considerably to the emerging idea of employee engagement (Harter 2000;; Schaufeli & Bakker 2004, Saks 2006, Bakker 2017, Albrecht et al 2018). Employee Engagement is defined by Schaufeli & Bakker 2004 as "a positive work-related condition characterized by vigour, absorption and dedication, where vigour refers to vitality and resilience; absorption refers to as extreme attention in one's job; dedication relates to feeling of enthusiasm and being inspired towards ones' work"

There are variety of antecedents and outcomes of employee engagement. Despite extensive research on the topic, the literature suggests that there is no consensus on the concepts' meaning, definition as well as the antecedents and consequences. (Saks & Gruman 2014)

A wide range of HR practices (Johansen & Sowa, 2019 Pradhan et al 2019), HRD practices ( Turner 2020, Claxton & Sowath 2014), High Performance Work Practices (HPWP) (Karatepe 2013), job characteristics (Sahani 2021), perceived organisational support, work environment, flexible work practices, supervisor and co-worker relationships (Saks 2006) have been identified as key antecedents of employee engagement. A conducted a study in banking industry in China and found that HPWP significantly led to high levels of engagement and can be utilised to enhance levels of vigour, dedication and absorption among employees (Cooke et al 2019)

Employee Engagement has received considerable amount of attention from researchers across various disciplines (Bailey et al 2015). The main cause for this is to attributed consequences of the construct. The major consequences of employee engagement include job satisfaction, intention to leave/stay, organisational commitment, organisational

citizenship behaviour (Saks 2006)

In the findings of their study Society of Human Recourse Management found that engaged employees have high level of organisational commitment, they are highly productivity and tend to low turnover intention. Similarly, a research undertaken by Centre Institute of Personnel and Development (CIPD) drew on research found positive relationships of employee engagement with productivity, innovative work behaviour and staff retention (CIPD 2017). In a meta-analysis study conducted by Harter et al (2013) found that employee engagement is significantly associated with work related outcomes and employee performance. Similar results were represented by Kim & Parker (2017), in their study they found that employee engagement leads to improved performance and enhance organisational commitment.

#### *Rewards & Recognition*

Rewards and recognition are key organisational tools that drive individuals to achieve corporate goals. Rewards and recognition can be understood as collection of perks and benefits that an organisation provides to its employees in order to encourage and retain them. Rewards and recognition can be of two types extrinsic and intrinsic. Extrinsic benefits include concrete records such as promotions, bonus pay rises, and employment security whereas intrinsic rewards are related with praise good feedback recognition demanding work learning chances and employment stability (Gerhart & Millkovich 2016) According to Kahn (1990), employees' degrees of participation vary depending on their perceptions of the incentives they receive from their jobs. According to Breevaart et al. (2014), if an organisation uses reward as a tool to recognise and reward higher levels of employee performance, it may have a positive influence on employees' behaviour and enhance their level of engagement at

work. The lack of recognition and appreciation at work is a major source of dissatisfaction among young professionals (Agarwal et al 2020). In a recent study, researchers have found that the young employees feel that their best job performance is not duly recognised, which in turn demotivates them (Slaven 2019). Similarly, a study conducted by Frye et al (2020) also found that extrinsic rewards leads to satisfaction, affective commitment and retention in Millennial employees. Rewards and recognition, both monetary and non-monetary, have a substantial impact on employee engagement (Baloch et al, 2016). However prior studies (Saks, 2006 S arti, 2014, Suan and Nasurdin 2014) on contrary, have found that awards and recognition have a negligible impact on employee engagement. Employees feel bound to their organisation when they receive adequate incentives and recognition from their employer, according to SET, which leads to a higher degree of employee engagement. Employees feel compelled to respond with increasing levels of engagement when they are rewarded and recognised by their company. (Saks 2006, Saks 2019).

*H1:* There is significant relationship between Rewards & Recognition and Employee engagement

#### *Training & Development*

Training and development are regarded as a critical HR practice that enables the organisation to continuously upgrade and improve the knowledge, competencies and skills of human capital so that they can perform better and help the company accomplish its goals. In previous empirical studies (Amin et al., 2014 Huang et al., 2017), training and development has been noted as an significant determinant of employee engagement and behaviour (Saks, 2006), Lyons (2009), and additionally employee engagement have showed a strong link with employee performance (Karatepe et al., 2007) and organisational commitment (Al

Damoe et al. 2012; Gruman & Saks, 2011).

Organizations offer training and development programmes to increase workers' job-related abilities knowledge and competencies, according to Yang and Fu (2009), this can help employees deal with a range of difficult organisational situations. Organisations offer varying learning resources and content to their employees via training and development programmes to, allowing them to think that they have the capacity to perform better and therefore increasing employee engagement. (Kahn 1990),

Employees receiving with adequate training and development tend to believe that their organisations are investing considerably in their skill and competencies enhancement and in turn reciprocate by exhibiting a higher degree of employee engagement, according to the SET norms (Suan & Nasurdin, 2014).

*H2:* There is a significant relationship between Training & Development and Employee engagement

#### *Empowerment*

Employee empowerment is considered to be an HR practice that brings out the best from its human resources. In past Studies have revealed that empowered employees are keen to take initiatives at the work place and are intrinsically motivated (Appelbaum et al., 2000). They trust their organisation (Riemenschneider et al., 2009), They tend to be more involved, stay positive and perform better at work ((Noorliza and Hasni, 2006 Wallace et al., 2011) (Spreitzer and Mishra, 2002). Wallace et al., 2011 found in their study that Employees who are given greater authority are more likely to take charge and contribute to organisational goals by performing better (Appelbaum et al., 2000). According to the findings of Abdhy et al (2016) empowerment has a significant direct influence on

employee engagement.

William et al (2019) conducted a study in hotel industry and found that empowerment significantly affected job employee engagement and desire to stay in organisation among Millennials. Ugwu et al. (2014) conducted a study on Nigerian sample of bankers and found strong direct effect of empowerment on engagement. In a recent study by Sharma and Singh (2018) in Indian IT also discovered a positive relationship between the two constructs Similarly, Sandhya S (2020) also did a study in the Indian IT sector and discovered that empowerment increases employee engagement and decreases the likelihood of turnover. Studies done in different sectors like health care, telecom, and insurance showed similar results that empowerment is a predictor of employee engagement. Hence on the basis of literature we propose the following hypothesis.

*H3:* There is significant relationship between Empowerment and Employee engagement

#### *Job Security*

Herzberg (1968) defined job security as "*The degree to which an organisation can provide a consistent and secure employment opportunity to their employee*". To be more precise, job security is the "*degree to which an employee intends and plans to stay with his/her organisation*" (Delery & Doty, 1996). Aktar & Pangil 2018 conducted an empirical study in 30 private commercial banks with a sample of 383 banking employees in Bangladesh and found that job security predicted employee engagement among banking professionals.

Similarly, Job security has also been identified in previous empirical research (Ugwu & Okojie, 2016, Chen, 2017) as an effective HR practise for motivating employees to improve their performance by altering negative work attitudes. In

contrast, Arabi et al. (2013) found that job security was not a key motivator for improving employee attitudes about their employment. According to the literature, the impact of job security on employee outcomes has been debated in the past. Millennials place more importance to job security when compared to previous older generations. (Samola and Sutton, 2002; Twenge et al., 2010).

Millennials value job security above everything else (Guillot-Soulez and Soulez (2014). They seek secure work and timely pay checks (Gallup 2016). They choose to retire with a company-paid pension rather than risk losing their employment during difficult times. (Kowske, 2010). Job security is a strategy that employers use to demonstrate their commitment to their employees, and employees respond by displaying a positive and constructive attitude in the workplace. The SET paradigm and the reciprocity norm both reflect this.

*H4: There is significant relationship between Training and Development and employee engagement*

#### *Career Advancement Opportunities*

One of the most essential HR practises that positively influences employee behaviour is career progression possibilities. When a company provides opportunities for progression, employees recognise that the company cares about their well-being, which reduces burnout and may lead to better employee engagement (Albrecht, 2012). Career development is found to be a strong predictor of employee engagement in a number of previous empirical investigations ( Aktar & Pangil 2020, Huang et al., 2017, Ugwu & Okojie, 2016, Bal et al., 2013). Anitha J (2014) conducted a study in Indian IT sector found that career development options have a favourable and substantial link with employee engagement. In a study conducted in the United States, Raymond Pasko, Rosemary Maellaro, and Michael Stodnick (2021) discovered that Millennials value advancement opportunities

significantly more than Generation Xers and Baby Boomers., career advancement opportunities lead to job satisfaction, affective commitment, and better performance among millennial employees Agarwal et al (2020). However, Tan and Nasurdin (2011), on the other hand, found no link between the two constructs.

An important aspiration of the millennial generation is the ability to develop in their careers. They want and expect to go up swiftly in their organisations (Erickson, 2009; Ng et al., 2010). Millennials are anxious for growth and will not accept a promotion that takes longer than two years. If this need for rapid progress is not met, it may result in discontent and a greater desire to quit the organization. Furthermore, when employees perceive HR procedures such as career growth avenues provided by their organisation to improve their well-being, they feel obliged and want to repay the organisation by delivering positive attitude and enhanced performance, according to the principle of SET. As a result, in accordance with SET, we suggest the following hypothesis in this study.

*H5: There is significant relationship between Career Advancement Opportunities and employee engagement*

#### *Employee Engagement and Employee Performance*

Researcher as have used different approaches to explain and measure employee performance. Sehitoglu and Zehir (2010) explain employee performance as totality of output by an Individual. Anitha(2014) describes employee performance as financial or non-financial outcome from an employee that has a direct relationship with organisational performance.. Employee engagement is considered as a key factor for employee performance enhancement (Anitha 2014, Rich et al 2010, Leiter & Bakker 2010). Previous researcher has also suggested that higher levels of engagement in employees lead to improved and

enhanced employee productivity task performance (Tin & Bakker 2013), affective commitment (Mone & London 2010), organisational citizenship behaviour (Atatsi et al 2019), customer service (Karatepe 2013). Studies have also suggested that engaged employees have outperformed the non-engaged counterparts. Demerouti and Cropanzano (2010) argue that employee engagement can lead to enhanced employee performance as result of varying HR practices. Based on above findings we propose the following hypothesis.

*H6: There is significant relationship between Employee engagement and Employee Performance*

*Employee Engagement and Turnover intention*

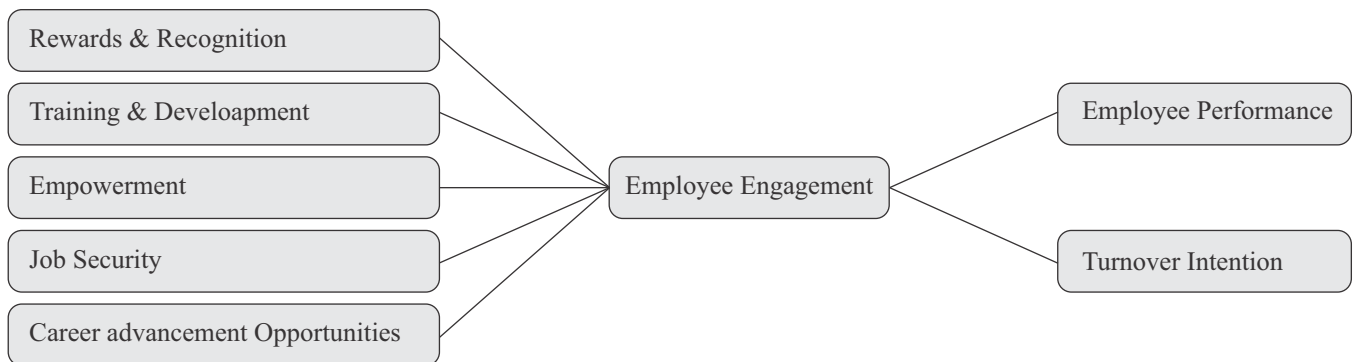
Turnover Intention can be defined as " *mental decision prevailing between an individual's approach with reference to continue to work or leave the work*" (Roodt 2013). It can be understood as a measure for understanding the turnover ever before the employees leave the organisation.

Researchers suggest that employee engagement predicts outcomes like organisational commitment, job satisfaction and low turnover intention (Steel & Ovalle, 1984 Saks 2006). Previous empirical studies (Bonilla 2018, Iqbal et al 2014, Schaufeli et al 2017, Kasekende,2017) suggests engaged employees are less likely to leave the organisation (Caesens et al. (2016). Additionally, Abela and Debono (2019) discovered that a lack of employee engagement is one of the variables that might lead to a desire to quit among employees. Sandhya & Sulphey (2020) conducted a cross- sectional study in Indian IT sector with a sample size of 392 IT professionals and found a statistically significant relationship between the two constructs. Based on the above findings the following hypothesis is proposed.

*H6: There is significant relationship between Employee engagement and Turnover Intention.*

Based on the above discussion the proposed model is displayed in Figure 1

**Figure 1. Proposed Model**



**Research Methodology**

*Sample & Procedure*

The respondents of the study consisted of Millennials Executive employees belonging to three subsidiaries of Coal India limited namely Bharat Coking Coke Limited (BCCL) & Central Coalfields Limited (CCL) in Jharkhand & Eastern

Coalfields limited (ECL) in West Bengal. The data was collected from 651 millennial respondents using a simple random method. A total of 850 questionnaires were after eliminating the incomplete entries the total of questionnaire retrieved was 651 with a response rate of 76 percent. The demographic profile of the respondents is displayed in Table 1.



**Table 1. Demographic Details of the Respondents**

Demographic (N= 651)	Category	Frequency	Percentage
Gender	Male	486	74.65%
	Female	165	25.34%
Age	25-30 years	124	19.04%
	31-35 years	285	43.77%
	36-40 years	122	18.74%
Education	Bachelors	357	54.83%
	Masters	275	42.24%
	Doctorate	19	2.91%
Organizational Tenure	Less than 1 year	117	17.97%
	1 to 4 years	244	37.48%
	More than 5 years	290	44.54%
CIL Subsidiary	BCCL	229	35.17%
	ECL	206	31.64%
	CCL	216	33.17%

Note: CIL: Coal India Limited, BCCL: Bharat Coking Coke Limited, ECL: Eastern Coalfields limited, CCL: Central Coalfield limited.

### Measures

To meet the objectives of the study all the constructs were taken from the appropriate literature. In order to measure the variables, the present study adapted previously devised scale

from different studies. Data was collected from respondents using a standardised questionnaire on that Likert five-point scale, which spans from 1 to 5, with 1 indicating strongly agree and 5 indicating strongly disagree. All the constructs and their sources are displayed in Table 2.

**Table 2. Constructs and Measuring Items**

Constructs	Scale Items	Sources
Rewards & Recognition	RAR1: I am satisfied with the amount of pay I receive for the work that I do RAR2 I receive reasonable pay when compared to similar positions at other organizations RAR3: My organization has a salary promotion scheme for encouraging employee participation RAR4: My organization communicates clearly the compensation and benefits to me. RAR5: Employees' reward and penalties are clear in my organisation	Berger and Berger (2011) Al Damoe et al (2017)
Training & Development	TAD1: I receive sufficient training to do my job TAD2: Training and Development are integral parts of this company's culture. TAD3: I have had sufficient and adequate job-related training TAD4: If I felt that I needed more job-related training, the company would provide it. TAD5: My Organisation adopted an extensive training program to provide employees with skills, abilities and knowledge	Boshoff and Allen (2000)

Empowerment	EMP1 My organization gives me the chance to try out some of my own ideas EMP2: My organization gives me the chance to do the kind of work that I do best EMP3 My organization allows me to make decisions on my own EMP4 My organization gives me the chance to make use of my best abilities EMP5 My organization gives me the chance to develop new and better ways to do my job EMP6 My organization allows me to try something different	Frye et al (2020)
Job Security	JS1: I feel secured in my job as chance of getting unemployed is less JS2: It is very difficult to dismiss an employee in this job JS3: Job security is almost guaranteed to employees in this job JS5: If organisation is facing economic problems, employees in this organisation would be the last to get out	Delery & Doty (1996) Verma & Chaurasia (2016)
Career advancement opportunities	CAO1: My organization encourages employees to broaden their skills. CAO2: Individuals in this job have clear career path within the organisation CAO3: Individuals have very little future in this organisation CAO4: Employees career aspiration within the company are known by the immediate supervisors CAO5: Employees in this job who desire promotion have more than one potential position they could be promoted to.	Wong et al (2017)
Employee Engagement Vigour	VIG1: At my work, I feel bursting with energy VIG2: At my job, I feel strong and vigorous VIG3: When I get up in the morning, I feel going to work	UWES-9 Schaufeli et al (2009)
Dedication	DED1: I am enthusiastic about my job DED2: My job inspires me DED3: I am proud of the work I do	
Absorption	ABS1: I feel happy when I am working intensely ABS2: I am immersed in my job ABS3: I get carried away when I am working	
Employee Performance	EP1: I adequately complete the assigned duties EP2: I fulfil the responsibilities specified in my job description EP3: I perform the tasks that are expected out of me EP4: I meet the formal performance requirements of the job EP5: I Engage in activities that will directly affect my performance evaluations.	Method et al (2016)
Turnover intention	TOI1: I often think of changing my job. TOI2: I intend to search for a position with other employers TOI3: I occasionally think about leaving the organisation TOI4: I never want to work in mining sector again.	Dess & Shaw (2001). Kim et al (2009)

## Data Analysis

To determine the data's dimensionality, an exploratory factor analysis was performed. Principal Component Analysis with Varimax Rotation was used on the underlying items. The current analysis only considered items with a factor loading of 0.6 and above. The Kaiser Meyer-Olkin (KMO) sample adequacy measure was observed as 0.779, which is higher than the recommended value of 0.6 or above (Kaiser 1974). The total variance explained was found to be 77.06 which indicates that the independent variables in the model explains approximately 77 per cent of the variance in the dependent variable.

Anderson & Gerbing (1988) suggested a two- Step Structural Equation modelling (SEM) approach that could be utilised to assess and analyse the hypothesised model structure. In the first stage Confirmatory factor analysis is conducted to assess the validity and reliability of the measurement model. Further, in the second stage by utilizing standardised regression coefficients (beta values) and p-values, the whole structural model was calculated in the second stage to assess overall model fit and postulated relationships.

### *Measurement Model: Construct Reliability, Convergent & Discriminant Validity*

CFA was used to test the measurement model's

reliability and validity. The CFA result for the current study represented an adequate model fit ( $\chi^2 = 1476.951$ ,  $\chi^2/df = 2.690$ , GFI = .884, CFI = .953, RMSEA = .51, NFI .972, IFI = .953, TLI = .946 AGFI = .859). The Construct Reliability (CR) is assessed by the values of Cronbach's alpha (CA). According to previous studies (Hair et al 2010, Henseler et al. 2009) the values of Cronbach alpha should be more than 0.70 in order to attain construct reliability. Cronbach's alpha coefficient values in this study varied between 0.745 to 0.950, confirming construct reliability. We further assessed convergent validity and discriminant validity

The convergent validity is assessed through the values of Composite reliability (CR), Average Variance Extracted (AVE) and the factor loadings.

First the observed values of CR varied from 0.752 to 0.952. The values of the composite reliability should be higher than 0.6. (Bagozzi & Yi, 1998). Second, the values of (AVE) ranged from 0.507 to 0.801, which is above the acceptable limit of 0.50. Third, the factor loadings of all the items ranged from 0.618 to 0.95. The factor loading cut off should be 0.05 and above.

The results of the measurement model, indicating construct reliability and convergent validity is displayed Table 3.

**Table 3: Measurement Model**

Constructs	Items	Factor loading	Cronbach's alpha	CR	AVE
Rewards & Recognition	RAR1	0.820	0.918	0.906	0.667
	RAR2	0.905			
	RAR3	0.800			
	RAR4	0.833			
	RAR 5	0.908			
Training & Development	TAD1	0.779	0.950	0.952	0.801
	TAD2	0.944			
	TAD3	0.952			
	TAD4	0.950			
	TAD5	0.913			
Empowerment	EMP1	0.829	0.865	0.876	0.704
	EMP2	0.898			
	EMP3	0.925			
Job Security	JS1	0.935	0.856	0.877	0.712
	JS2	0.746			
	JS3	0.885			
Career Advancement opportunities	CAO1	0.859	0.748	0.763	0.525
	CAO2	0.738			
	CAO3	0.839			
Vigour	VIG1	0.831	0.745	0.752	0.507
	VIG2	0.820			
	VIG3	0.727			
Dedication (DED)	DED1	0.755	0.773	0.779	0.541
	DED2	0.819			
	DED3	0.798			
Absorption (ABS)	ABS1	0.717	0.879	0.804	0.577
	ABS2	0.932			
	ABS3	0.937			
Employee Performance (EP)	EP1	0.725	0.908	.914	0.695
	EP2	0.960			
	EP3	0.961			
	EP4	0.937			
	EP5	0.619			
Turnover Intention (TOI)	TOI1	0.773	0.885	0.893	0.684
	TOI2	0.952			
	TOI3	0.944			
	TOI4	0.725			

The criteria suggested by Fornell and Larcker (1981) was used to evaluate the discriminant validity. It suggests that the square root of AVE should be higher than all correlations between each

pair of constructs. The present study met the criteria confirming discriminant validity. The results of discriminant analysis are displayed in Table 4.

**Table 4. Structural model: Goodness of fit indices**

Model Fit indices	Observed values	Threshold Limit	Sources
CMIN (X2/df)	2.138,	> 1 & <5	Schumacker & Lomax, 1996, Bagozzi & Yi 1988
GFI	0.905	≥ 0.90	Hair et al 2010, Bagozzi & Yi 1988
CFI	0.967	≥ 0.90	Hair et al 2010, Bagozzi & Yi 1988
AGFI	0.886	> 0.80	Chau & Hu 2001, Bagozzi & Yi 1988
RMSEA	0.42	< 0.80	Hair et al 2010, Browne & Cudeck 1993
NFI	0.939	≥ 0.90	Hair et al 2010 Bagozzi & Yi 1988
TLI	0.962	≥ 0.90	Bryne 2013
IFI	0.967	≥ 0.90	Bryne 2013

Note : GFI=Goodness of Fit Index, CFI=, AGFI: Adjusted Goodness of Fit Index; RMSEA: Root Mean Square Error of Approximation, NFI: Normative Fit Index, TLI: Tucker Lewis Index, IFI: Incremental Fit Index

Therefore, the theoretical model represents an adequate reliability and validity.

*Structural model*

After the theoretical model represented an adequate reliability and validity in CFA analysis, it

was further tested for goodness of fit indices using structural equating modelling (SEM). After conducting SEM, the result showed that the postulated model adequately fit the data ( $\chi^2 = 1261.34$ ,  $\chi^2/df = 2.138$ , GFI = 0.905, CFI = 0.967, RMSEA = 0.42, NFI = 0.939, IFI = 0.967, TLI = 0.962, AGFI = 0.886). The values of structural model are displayed in Table 5.

**Table 5. Discriminant validity**

	TOI	RAR	CAO	EMP	JS	VIG	EP	DED	ABSTAD
TOI	0.827								
RAR	-0.002	0.817							
CAO	0.059	0.017	0.725						
EMP	-0.075	0.011	-0.074	0.839					
JS	0.022	0.226	-0.034	0.070	0.844				
VIG	0.133	0.102	0.109	-0.118	0.213	0.712			
EP	0.135	0.109	0.065	-0.028	0.094	0.064	0.833		
DED	-0.098	0.332	-0.028	0.047	0.310	0.112	0.064	0.736	
ABS	-0.110	0.256	-0.007	0.077	0.165	0.239	0.114	0.317	0.760
TAD	0.019	-0.073	-0.054	-0.056	0.036	0.100	0.002	0.117	-0.1350.895

Note: the highlighted diagonal values indicate square root of AVE, while the others off-diagonal values indicates the correlation among the constructs. The Diagonal values should be larger than off-diagonal values to attain discriminant validity. TOI: Turnover Intention; RAR: Rewards & Recognition; CAO: Career Advancement Opportunities; EMP: Empowerment; JS: Job Security; TAD: Training & Development; VIG: Vigour; DED: Dedication; ABS: Absorption, EP: Employee Performance,

*Hypothesis Testing*

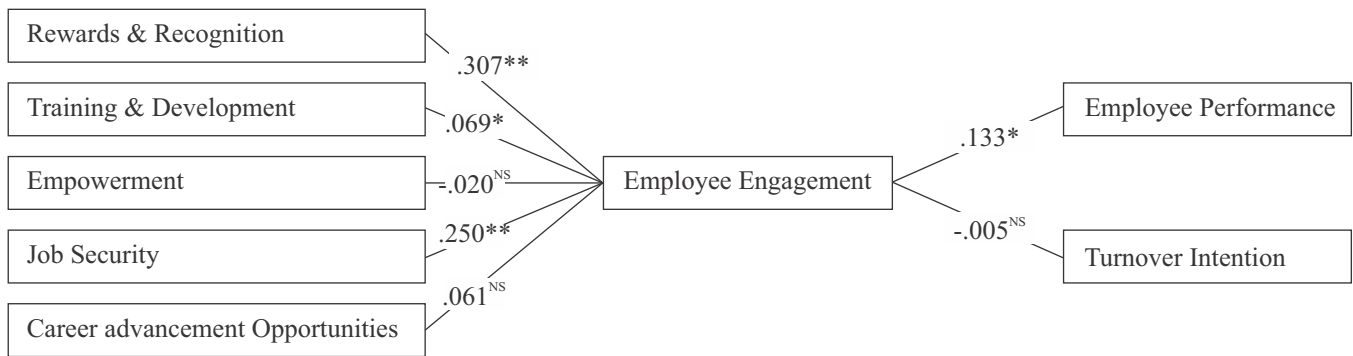
Given the good model fit, we further proceeded to hypothesis testing. In order to test the proposed hypothesis provided in the theoretical model, the structural model's standardised regression coefficients (beta values) and p-values were used. The results of the study showed that Rewards & Recognitions ( $\beta = 0.13, p < .0.01$ ) is significantly influencing the Employee Engagement and supported the hypothesis H1. Further, Training & Development ( $\beta = 0.069, p < .0.05$ ) also had a

significant positive impact on Employee Engagement and hence supported H3. Jobs Security ( $\beta = 0.250, p < .0.01$ ) had a positive statistically significant relationship with employee engagement. Therefore, H4 was also supported. Employee Engagement ( $\beta = 0.133, p < .0.01$ ) had a significant positive impact on Employee Performance and supported H6. However, H2 and H5 were not supported. The results of the proposed hypotheses with corresponding path coefficient and t-values are displayed in Table 6 and final model is displayed in Figure 2.

**Table 6. Results of Hypothesis Testing**

	Estimate	S.E.	C.R.	P	Label
Employee Engagement → Rewards & Recognitions	.31	.012	8.480	***	Supported
Employee Engagement → Training & Development	.069	.010	1.961	.050	Supported
Employee Engagement → Empowerment	-.020	.016	-.743	.457	Not Supported
Employee Engagement → Jobs Security	.250	.020	6.973	***	Supported
Employee Engagement → Career Advancement Opportunity	.061	.025	1.871	.061	Not Supported
Turnover Intention → Employee Engagement	-.005	.091	-.127	.899	Not Supported
Employee Performance → Employee Engagement	.133	.208	3.155	.002	Supported

**Figure 2. The hypothesized Model**



Direct Relation →

Note: \*\* Path analysis is significant at the 0.001 level. \* Path analysis is significant at the 0.05., <sup>NS</sup> Not significant.

**Discussion**

The results in the prior section suggests that the HR practices namely Rewards & Recognition, Training & Development and job security are positively related with employee engagement and the relationship is also statistically significant. Employee engagement and employee performance

have a positive and statistically significant association, according to the findings of the current study. However, relationship with other HR practices such as empowerment and career advancement opportunities with employee engagement were statistically insignificant. Therefore, the findings suggest that Rewards & recognition, Training & development and Job

security are the most important determinants of employee engagement for millennial employees in the coal sector. In case of rewards & recognition the results show a significant positive relation with employee engagement. The results are in line with the finding of previous studies. Researchers have suggested that rewards and recognition is a key attribute that lead to higher level of engagement in employees especially in a public sector undertaking where they offer attractive pay & package, lucrative benefits and entitlements to their employees (Pradhan et al 2019).

The study also finds a significant positive relation between Job security and employee engagement. The findings are in line with the findings of previous empirical studies. When it comes to job security public sector undertakings have an upper hand as they provide stable careers and better work life balance (Mukherjee et al 2020). Studies have found that millennials who have greater job security are tend to be more engaged in their jobs (Pasko et al., 2021).

Moreover, the findings also indicate that there is a statistically significant positive association between training and development and employee engagement. It is consistent with previous literature.

Surprisingly, the current study discovered no significant association between career advancement opportunities and employee engagement. These findings were inconsistent with previous findings (Agarwal et al 2020, Aktar & Pangil 2019). The possible reasons for this in the context of coal sector could be that it follows a time bounded and seniority-based promotions regulations. Employee engagement and employee performance have a positive and statistically significant relation, which is consistent with prior research findings. (Anitha 2014; Agarwal et al 2020, Karatepe 2013). Furthermore, no statistically significant relation was discovered between

employee engagement and intention to leave. PSUs jobs are regarded as a prestigious position to be employed in, in the Indian society. People prefer joining and retiring from the same organisation as it provides stable careers, job security and better work life balance in comparison to the private sector. Hence from the above discussion, we can understand that proper and adequate management of HR practices can improve the level of engagement among millennial employees which in turn will facilitate the employee performance.

### Implications

The findings of the study provide implications. From a managerial perspective, the present study provides useful and practical guidelines to managers on how to influence and continuously enhance work engagement among millennial employees and to experience positive job outcomes that will have an overall impact on the performance. This will enable managers to identify and implement effective human resource practices that will drive and have a positive impact on work engagement among millennial employees, and ensure better task performance and retention. Being a labour-intensive industry, an understanding of how to preserve a cadre of work-engaged millennial employees will ensure a sustainable competitive advantage for the organization. Hence to conclude this study will assist managers tailor appropriate work engagement interventions to ensure that millennial employees are continuously motivated to display favourable job outcomes.

### Limitations

The present study includes some limitations that require directions and suggestions for future research. Firstly, the data has been collected from only three subsidiaries of CIL and the findings are based on limited millennial employees, hence findings cannot be universally generalized. Second limitation of the present study is the reliance on the

cross-sectional data and self-report survey results. For future research in this area mixed-method approach longitudinal or experiment research design will be a better suggestion. Another major weakness of the current study is that it only focuses on five HR practises as important determinants of employee engagement and only two consequences (HR outcomes). In future research other factors like can also be taken into consideration in for future studies. Also, future studies can also be conducted in different cultural contexts.

## Conclusion

Although employee engagement is regarded as a key construct by academicians and industry practitioners, but still there is a paucity and lack of empirical research in the literature (Aktar & Pangil 2021, Karetepe 2013). The current study provides empirical evidence about the association between HRM practices (antecedents), employee engagement, and HR outcomes (consequences), which can facilitate managers and policymakers in the Indian coal sector to have an in-depth understanding on how to increase the level of employee engagement through appropriate HRM practices in order to enhance productivity and retention of the employees. As a result, this research might be used as a strategic tool for management to understand how to promote millennial employee engagement and productivity.

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