1- Introduction

The term employee engagement (EE) has attained popularity over the past twenty years. Engagement is a main feature of HR in the most of the organizations. It helps organizations to get best performance from employees and to gain a competitive advantage. Engaged employees make additional efforts, acquire more knowledge and they are more productive. It is positively related to employee's productivity, performance, well-being and employees retention (Fenzel, 2013)

Engaged workers are those who are physically energized, emotionally connected, mentally focused, and feel aligned with the goals of the organization (Loehr & Schwartz, 2003). Engaged workers have a strong relationship with the organization. They are identify with the mission of organization and they are willing to put mental and personal energies necessary to excel in their work. In short, engaged individuals are emotionally involved in the tasks of organization and willingly help organization to achieve its goals (Buhler, 2006).

Work centrality (WC) refers to the degree of general importance that work has in an individual's life at any given time (MOW, 1987). It is a normative belief about the value and importance of work in the configuration of one's life (Kanungo, 1982). Hirschfeld and Field (2000) stated that people who think work as important component of their life have a strong identification with work. WC has been studied excessively around almost all developed and underdeveloped countries. Studies suggest that lower level of WC will negatively influence worker's engagement (Sharabi & Harpaz, 2010; Carr, Boyar & Gregory, 2008). Fenzel (2013) stated that person with lower level of WC has low work engagement. If work is not central to one's life (WC), it will be difficult that he/she will be highly associated, dedicated, committed and passionate about productivity and performance.

Narcissism (NAR) is an inflated view of oneself. It is a belief that one is special, unique and expects exceptional treatment from others, while believing one owes little or nothing in return (American Psychiatric Association, 2000; Millon, 1996). NAR is a set of behaviors; a person has toward his/herself, including self-love, self-involvement, self-glorification and self-

aggrandizement (Freud, 1957). Some degree of NAR is required for self-confidence, self-assertion and self-enhancement (Kansi, 2003) but employees with high level of NAR have high self-serving biases, they have tendancy to take credit for efforts of other employees in case of success and they blame others in case of failures (Campbell, et al., 2000). Prior research suggests that NAR can damage/reduce work engagement. It appears that both the declining WC and the increasing NAR influence work engagement (Fenzel, 2013).

People with a high WC are focused to build a relationship with their employer which is developed by mutual investment. It is likely that high WC is related to have a relational psychological relational contract. Psychological contract (PC) is a concept developed in contemporary research, by organizational scholar (Denise Rousseau, 1995),who represents the mutual feelings, perceptions and informal obligations between an employer and an employee. It sets the gestures for the relationship and defines the comprehensive practicality of the work to be done.

Resource theory predicts that when an employee and an organization have a relationship that is followed by mutual investment and reciprocal commitment to the relationship, the relationship may become a self-fulfilling prophecy that makes the worker and the organization more attached to each other (Dabos& Rousseau, 2004). The employee anticipates future rewards from the employer, which increases satisfaction and engagement, and decrease turnover intention. Moreover, a relational contract facilitates positive personal and organizational outcomes, because of the two-sided commitment to the relationship by both the employee and the employer (Bal Kooji, 2011).

The mediating role of psychological contract between work centrality and job attitudes can be explained by job orientation theory and resource theory (Grant & Wade-Benzoni, 2009; Hobfoll, 1989, 2002). People with high work centrality are willing to invest their valuable resources of time and energy in work, and to invest in the relationship with their organization. As a consequence, these people are more likely to negotiate relational contracts instead of transactional contracts, resulting in positive attitudes (Judge, Bono, Erez, & Locke, 2005; Xanthopoulou, 2009).

Another theory LXM Leader Exchange Member supported this study as it explain the effects of leadership on members, teams, and organizations. According to the theory, leaders form strong trust, emotional, and respect-based relationships with some members of a team, but not with others (Bauer, 2015). LMX theory claims that leaders do not treat each subordinate the same. The work-related attitudes and behaviors of those subordinates depend on how they are treated by their leader (Rockstuhl, 2012).

This study investigated that PC is mediating the relation between WC and employee engagement. This study has been conducted in service sector specifically Pakistan Mercantile Exchange Limited (PMEX). Services sector is a major contributor in the economic activity of Pakistan. The growth of the service sector has long been considered as an indicator of a country's economic progress. Pakistan Mercantile Exchange Limited (formerly National Commodity Exchange Limited - NCEL) is Pakistan's first futures commodity market. It is the only exchange in Pakistan that provides a centralized and regulated commodity futures contract and is regulated by Securities and Exchange Commission of Pakistan (SECP). It is essential to comprehend the attributes of employees working in PMEX. This sector has been ignored in research studies conducted ion Pakistan despite of its significant importance. This study has been conducted to fill up the research gap in this sector.

1.1 Background of Study:

Organizations are required to continuously adapt the changes and fulfill multiple requirements of diverse work force to cope up with growing levels of uncertainty. Organizations now a days often compete and attempt to survive by lowering prices, cutting costs, redesigning business processes and downsizing the number of workers. But there is a limit to cutting costs and downsizing, new approaches of human resource management are compulsory for organizations to survive and progress. The focus of human resource management (HRM) is shifting to EE rather than focusing on just cutting costs. As a result, various articles have been published that call for a more positive approach that focuses on the work force, that is, engaging employees rather than focusing on problem-coping strategies (Luthans&Avolio 2009; Bakker &Schaufeli 2008).

The conception of EE was firstly introduced by Kahn (1990), who explains how people are personally engaged and disengaged at work. Job engagement is defined as the attachment of employees to their work roles where people express themselves physically, cognitively, and emotionally during role execution (Kahn, 1990). This definition clarified the conception of engagement as the indication of being 'present at work'. Being 'present at work' requires a specific mental state. In order to be engaged in job, an individual has to think, feel and act on their job. In other words, this mental state has made a driving force which requires physical, cognitive and emotional resources. These resources can be enhanced in certain psychological conditions: meaningfulness (feeling that individuals receiving a return on the investment of the self in the work role performance), safety (a sense of being able to show and employ themselves without fear of negative outcomes) and availability (a sense of possessing the physical, emotional and psychological resources needed for investing themselves in the work). These psychological conditions exhibit a mechanism by which individuals are connected to their role performance. In contrast, disengagement refers to withdrawal from the work role. EE was defined as an individual's involvement and satisfaction with as well as passion for work (Harter, 2002)

The conception of WC is derived from basic values. It is a normative belief about the value and importance of work in the configuration of one's life (Kanungo, 1982). WC is the degree of general importance that work holds in an individual's life at any given time (Paullay, 1994; MOW, 1987). It determines how one works in the workplace and outside of it (Alvesson, Ashcraft, & Thomas, 2008). High WC indicates that a person is identified with his/her work role and views work as an important aspect of his/her life (Diefendorff, Brown, Kamin, &Lord, 2002). High WC leads to engagement in work and positive job performance (Hirschfeld & Field, 2000; Ng, Sorensen, & Feldman, 2007). While high WC is at optimum, recent empirical research has discovered WC is declining as new generations enter the workforce (Fenzel, 2013). WC is a function of one's past cultural conditioning or socialization (Kanungo, 1982). This is a process by which an individual acquires knowledge and social skills.

The evolution of the concept of NAR started centuries ago with a simple story. The myth of Narcissus, told by both the Roman poet Ovid and by the Greek poet Conon, is a well-known one (Greek Myths & Greek Mythology, 2012). It is the story of a beautiful young man who falls hopelessly in love with his own reflection. Upon finding that he can never get love back from this mysterious reflection, he either kills himself, as Ovid conveys, or dies of sorrow, as Conon proposes. Narcissus does this because he does not believe that anyone will ever be as good or as beautiful as the reflection, which ties closely to the concept of NAR as it is known today

Psychological contract refers to mutual unwritten agreement that exist between an employee and his/her employer regarding policies and practices in the organization. Argyris (1960) first introduced PC as the relationship between employer and employee. Levinson (1962) defined PC as unwritten contract, the sum of the mutual expectations between the organization and employees. PCs are mental models or schemas that is developed through an individual's interactions and experiences.

The Pakistan Mercantile Exchange (PMEX) is facing a lot of challenges on its way to make Pakistan a global hub for trading. The management is working on educating its stakeholders to help in achieving goals. Majority of investors in Pakistan are still unaware of investment opportunities in PMEX. Brokers in PMEX have hiresd business development executives (BDE) to bring awareness among general public about these business opportunities. BDE should be expert in finding investors and pitching business plans to investors. This can only be done if the workers are engaged in their job role. Employee engagement is the essential attribute for the BDE to expand business, while employees having WC and PC are required by organizations to attract investors. Pakistan being a developing country is experiencing an intense economic conditions and as per the economic survey 2016-17 its young generation is entering in the labor force. Brokers in PMEX have hired young employees to interact with investors. Engaged workers exhibit more elevated amounts of satisfaction, performance and productivity (Harter, 2003). At very beginning stage of their career, employees at PMEX are unable to achieve their targets and start switching their job. Young employees, especially in telemarketing sector of PMEX, start switching their jobs more frequently due to high target and less

achievement of their targets. This study tried to overcome this problem by giving useful data on employee engagement, WC, NAR and PC.

1.2 Context of the Study:

Context of this research is based on service sector of Pakistan and the service sector is turning into an undeniably vital contributor to Pakistan's economy because of its expanding share in GDP and furthermore because of its massive export potential in the coming years. Service sector is the biggest and the fastest developing sector around the word (Ayaz Ahmed, 2011). In the most developed countries, service sector shows biggest contribution of jobs and output. In high income countries, service sector contributes in the total GDP by 73%, in medium average income countries, it is 53% while in low income countries it is only 47% (Ayaz Ahmed, 2011). Regulated Commodity Market in the service sector is providing investment opportunites for the investors in Pakistan. Pakistan Mercantile Exchange (formerly National Commodity Exchange Limited) is the first technology driven, web-based and demutualized multi-commodity exchange in Pakistan. It is licensed and regulated by the Securities and Exchange Commission of Pakistan and has a 100% Institutional shareholding (PMEX, 2018). Pakistan Mercantile Exchange (PMEX) came into existence in April 2002 and began its operations in 2007 with Gold Futures Contracts. It is the main controlled medium in Pakistan to invest and trade products through future contracts. It is essential to comprehend the attributes of employees working in PMEX. There are 142 enlisted corporate agents of PMEX, out of which, 22 are working in Lahore. PMEX is comprising of shareholders and these are LSE Financial Service, Pak Brunei Investment Company, Pakistan Stock Exchange , NBP National Bank of Pakistan, Towers REIT ISE Management Company, Pak Kuwait Investment Company (Pvt.) LTD, and Zarai Taraqiati Bank Limited. PMEX was firstly known as National Commodity Exchange but later to depict a better mirror of its extensive command, it changes its name to PMEX to exchange a wide range of future contracts.

1.2 Statement of the Problem:

The Pakistan Mercantile Exchange (PMEX) is facing a lot of challenges on its way to make awareness and motivate investor to invest in PMEX. Business development executives in brokerage houses can plan a vital role in attracting investors to invest in PMEX. It is overall

observations of brokers at PMEX that the level of engagement of their employee is very low.In this sector, at early stage of job, employees are unable to achieve their targets and start switching their jobs more frequently due to everyday disappointments and lack of engagement as they are from different study backgrounds. They are less involved in their jobs and they switch jobs very frequently. Brokers at PMEX are continuously searching for factors that can enhance engagement in their employees. WC and NAR can be the factors which can influence employee engagement at PMEX. Moreover, there is a need to investigate that whether the psychological contract between employer and employees can mediate the relationship between WC and employee engagement.

1.4   Research Objectives:

The main objectives of this study are:

- To investigate the impact of work centrality on employee engagement.
- To check the impact of narcissism on employee engagement.
- To investigate the mediating role of psychological contract between work centrality and employee engagement.

1.5   Research Questions:

Research questions of the study are:

R1. Does WC influence employee engagement?

R2. Does NAR influence employee engagement?

R3. Does PC mediate the relationship between WC and employee engagement?

1.6   Significance of the Study:

This study is beneficial for the PMEX and for its registered brokers in order to expand their businesses throughout Pakistan. Contributing to HRD research and practice in a number of ways, this study will aid by identifying the factors which can enhance/reduce employee engagement which will eliminate turnover or job switching given the fact that experienced

employees are deemed as significant assets of a company. The long-term employees offer a rather stable core to the company. Record maintenance is another important aspect. It is of high priority that clients' records are maintained because a company's clientele is its primary source of income, especially in a service sector. In addition to the pertaining, the study contributes to further understanding of the effect of NAR and its role in the workplace as preliminary evidence points to a pervasive influence of NAR on organizational processes (Campbell, 2011). This review expands learning about the relationship between WC, NAR and PC. It provides quantitative evidence of WC and NAR's influence on employee engagement and offers HRD practitioners the insight to develop appropriate strategies to foster and increase employee engagement. It will help organizations in hiring employees as per their WC and less narcissist conduct and in retaining current employees over new employees as new employees require weeks or perhaps months of training before they can work at the level of the previous employees. Last but not least, this study is adding up literary dimension, as psychological contract is studied with WC & EE in existing literature. Furthermore it examines the relations in today's highly competitive environment.

1.7   Structure of thesis:

This study is divided into five chapters, every chapter is dealing with a specific part scientific research. The first chapter includes study introduction and background, problem statement, research objectives, research questions and significance of study.

Chapter two includes relevant literature review on WC, NAR, PC and employee engagement which are the variables of study. The reason for writing is to define a broad study variables and their interrelationship.

Chapter three is based on detailed overview of research methodology, design, unit of analysis, population and sample, sampling technique, instrument and data collection method.

Chapter number four discusses data analysis and its interpretation. It focuses on types of techniques used in data analysis like descriptive statistics, reliability and validity of data, hypothesis testing through regression and Hayes process.

Chapter number five includes the research findings and their discussion, recommendation and future research directions. It also highlights the results and conclusion that are gathered while having objectives in mind. This chapter is having summarized research findings that are presented after conducting data analysis, conclusions & discussions.

CHAPTER 2

2. Literature Review

2.1   Work Centrality:

Max Weber is the Protestant Ethic and his book created urge for work centrality for the first time in 1930. At first protestant hardworking attitude was considered as the attitude of the group of people influenced by the economy but now a days psychologists studying and focusing attitudes on individual basis (Furnham, 1990; Miller, 2001).

Later on (Furnham, 1990; Miller, 2001) shifted the protestant hard working attitude from a gathering or group to a person and anticipated need for accomplishments as a finding and an antecedent factor to economic stimulations. Blood (1969) inferred that work values have impact on satisfaction level of employees instead of the other way around. There are several other scales which have been used in study but protestant faith takes major part in the concept of hard working attitude commonly (Miller, 2001). As Paullay (1994) directed a corroborative factor analysis and the results described that work centrality is a significant, distinct construct.

Dubin (1956) moved the concentration of study from work ethic to view of central life interests and made 40 different aspects of employee based on employee's behavior and preferences. Researcher went for deciding the relative significance of the work environment contrasted with different aspects of one's life, for example, leisure and family. Individuals were divided as job oriented or non-job oriented in light of how they reacted to the things. This study was an effort to survey the significance that work and the work environment plays in individuals' professional lives. The central life interests questionnaire was proposed to build out if one's employment and working environment were central life interests in respect to different parts of one's life; it was not planned to examine beliefs or mentality in regards to the work significance in common.

Lodahl and Kejner (1965) portrayed Dubin's work, and depicted NAR that creates major part in building up job involvement (Lewis, 1944; Wickert, 1951). Many researchers criticized their approach for confusing states of mind regarding job with attitudes towards work

(Kangungo, 1982). For example, one thing matters to one, may be doesn't matter for the other one (e.g., "I would probably continue working regardless of the possibility that I didn't require the money"). Besides, Kanungo (1982) illustrated the difference of the word job and work in Lodahl and Kejner's (1965) scale by saying that individuals may not see these as similar things, furthermore she explained that there is refinement between work involvement and job involvement.

Paullay (1994) illustrated that job involvement, work ethic and work centrality all are confirmatory factor analysis. The outcomes of study bolstered the enhancement between all the constructs/ factors and indicated that work centrality is one of the important factors (Alliger, and S-Romero, 1994). Individuals with high work centrality report that they would continue working consequently in order to become fit for the retirement bill, and would continue working by paying little attention to money related situations, would allow them to live smoothly without feeling of working burden (Arvey, Liao, 2004; Miller, Woehr, and Hudspeth, 2001; MOW, 1987; Mannheim, 1975).

Work Centrality is achieved from important values. Work Centrality is all about regularizing passion about the quality and importance of work in anyone's life (Kanungo, 1982).Work Centrality is basically the level of general essentialness and preferences that work has in an individual's life (Paullay, 1994; MOW, 1987). High Work Centrality demonstrates that one identifies with one's work part and points of view go about as a basic part of one's life (Diefendorff, 2000). At the same time as Hirschfeld and Field (2000) illustrated that high Work Centrality prompts engagement in work and positive occupation execution.

Work Centrality has been viewed as a basic piece of hard working state of mind (Miller ,2001), and as essential to understanding work importance (MOW, 1987).Work incorporation, work-part centrality, and Work Centrality are all terms used to depict a wonder in which a man puts high life importance on the development of working.

Mannheim (1975) stated the definition of work centrality as essential factor of business in the individual's mind set, this study's findings suggest the level of concern, information, and resources related to various activities. It also highlights the individual's accentuation on business

related sub-identities. According to Field, (2000) and Kanungo, (1982) Work Centrality means beliefs and persuasions with respect to the significance of work, specifically concerned with how work takes part in one's life. In this definition, Work Centrality based on cognitive category of one's mind perceptions of the fact that it reflects interpretation and contemplations about the work environment in one's life.

Work Centrality is an important factor that is related with a man's self-esteem framework and the level of engagement to work (Hirschfeld and Field, 2000). Basically, Work Centrality is a fundamental issue related to personality and one's attitude that has mainly been concerned with basic values (Uçanok, 2011).

At first look, there is, by all accounts, some perplexity about Work Centrality being defined as a work related attitude. Be that as it may, the definition of states of mind shed light on the most proficient method to treat Work Centrality in research. Zanna and Olsan (1993) have alluded few determinants of attitudes after an investigation on the way of the construct. They battle that an attitude (a) relates to a specific target or protest for example, a job, an organization, a boss, or an activity; (b) it incorporates and manipulates toward the objective/target For instance an aversion for a job, or an organization; (c) it epitomizes perceptions about the objective that have a tendency to be evaluative in nature (regardless of whether work is intriguing or exhausting); and (d) contains inclinations to act in certain courses concerning the target as expectation to contribute in nationality practices or aspire to leave the place of job, and so on. In this regard, Work Centrality is a work related state of mind since it relate to work; it is based on an emotional and subjective appraisal of work (appending significance to working) and incorporates a propensity to carry on concerning work (Ucanok, 2011) as recognition.

Along these lines, Work Centrality is viewed as a disposition that constitutes a general duty to work (Paullay, Alliger, and Stone-Romero, 1994). For the sake of performance betterment, work centrality plays important role as it empowers employees to make them utilize their information, skills and aptitudes in most excellent way because when a person works for something matters a lot to himself, it will automatically be beneficial for organization (Ucanok, 2009).

Harpaz (2002) and Hattrup (2007) found that Work Centrality is identified with general qualities. Such as, Work Centrality is related with community. Also, a few studies exhibit that Work Centrality definitely affects different work related results. High WC is found to emphatically impact work attitudes, for instance, satisfaction of job and participation (Kanunga, 1982) and work pride (Hattrup, 2007); it additionally decides word related decisions (Easterlin and Crimmins, 1991). Together, these reviews affirm the significance of WC in a work setting.

A high Work Centralized individual is intellectually and attitudinally embedded in his work, and in this manner some portion of his personality is traceable to work related experiences. Work form a significant piece of our life. According to researcher (Harpaz, 1999; Harpaz ,2002) battle that it is of generally high significance compared with whatever is left in his life fields. Hence, it influences the individual self-idea to a more noteworthy degree than some other activity area (Harpaz and Snir, 2003). Thus, individual relating to their parts, understanding work as an overwhelming part of life and joining a higher value to work that to some other life domain hold a higher level of WC (Bal and Kooij, 2011).

Work Centrality has been accounted for to connect emphatically with an assortment of results, for instance, job satisfaction (Kanungo, 1982), and on their grounds a man with high work-centrality singular by focuses its interests and energies on work and subsequently infers his pleasure and satisfaction from it. WC has been investigated by an assortment of specialists over various social settings, and found that key part in the life of an individual has been bolstered exactly in developed nations (Mannheim and Tal, 1997). Moreover, work has been observed to be of moderately high significance contrasted with other essential life zones, for example, recreation, group, and have been found to rank second in significance only to family (Harpaz, 1999; MOW, 1987).

Research has additionally directed investigating the predecessors and outcomes of WC, demonstrating that Work Centrality is identified with various individual, statistic, work, and authoritative attributes, for example, job satisfaction or psychological contract (Vizek-Vidovic, 1995). Reliable with results from past reviews, youngsters who are very required for work are more averse to surf for various jobs, and more probable to build up a profession/life vision and to defer marriage. Nonetheless, for some youthful grown-ups, reactions to proclamations showing

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that they have a very much characterized profession arranged for them or that they have particular objectives for the year are destined to be unbiased. These unbiased reactions may demonstrate a precise circumstance of small arranging and vision for what's to come. Then again, unbiased reactions are frequently an indication of hesitance to concede that there are no arrangements or future objectives. It might be more attractive to give an unclear rating instead of a wholehearted support to an announcement, for instance I can't envision what my life will resemble quite a while from now. Examination of these youngsters will consider two identical qualities and the significance of particular job attributes to a youngster's pursuit of job. Thus this profile can help families, schools, and organizations to better guide youngsters as they move from school to work. Self-recognition attribute might be connected to high goals with work. Individuals who believe they are superior to others frequently believe they are qualified for additional in life. For the vast majority, getting more in life as a rule implies working for it. In this way, high work centrality can help bolster an individual's to exceed expectations over others and to acquire prizes and acknowledgment given to effective people. For by far most, working and its results are believed to be a central perspective in life, and moreover being a key hotspot for the game plan of distinguishing proof and mental self-view and a requirement for satisfying essential needs (Sharabi, 2007).

According to MOW, (1987) and Harpaz, (1990), the reality is that most of the youngsters consider work as a focal piece which affects their lives and has provoked to their passion for work and also created the relationship between people and their work. This relationship has been broadly considered as work loyalty, one's opinions and suppositions that individuals make about one's work or, all the more for the most part, concerning implying that work has for one's life. Since previous literature findings demonstrate that employees with high Work Centrality have higher job performance and are more indulge in their work (Diefendorff, 2002) as Kalleberg and Mastekaasa (2001) also stated that these employees are more devoted to their organizations and highly satisfied and engaged workers who work for longer hours in comparison with employees who have low Work Centrality (Sharabi2007; Snir 2002).

Kanungo (1982) conducted a study to evaluate the relationship between work centrality and other factors like job satisfaction and noted from his own study's results that there is a positive

relationship between work centrality and job satisfaction which contributes in indispensable decision making, other researchers depicted the negative relationship between Work Centrality, absenteeism, turnover (Snir and Harpaz, 2002). Researchers showed up antecedents of work centrality and researchers described about different allied predecessors of Work Centrality like age, gender, education, occupation, seniority, work rewards, and job status. It will deem precursors and outcomes that have been (a) incorporated into many studies, and (b) make well in the homological network.

Two main hypothetical models Work Centrality and gender (i.e., male versus female) are used to clarify the relationship in Lorence (1987) research, the gender model proposes that men thought on the part of profession provider and builder for the family monetarily, while women are customarily raised to acknowledge all the more family-focused parts. In this manner, men have a tendency to put generally more resources in building up their careers and subsequently their way of life as a laborer turns out to be more pervasive while women have a tendency to distribute their assets to family building, and view their part in the work environment as a less vital piece of themselves. The job model in any case, proposes the unequal way of the workplace causes women to esteem work not as much as men since they don't get the same esteemed results. Women still gain not as much as their male partners and regularly end up in less fulfilling and motivating jobs (Werbel, 1983). Research has given mixed results with regard to gender and WC. Studies that have found no gender contrasts in WC, such as, Cohrs, (2006) and Schmidt and Lee (2008), have utilized specimens of experts and individuals more than 45 years of age separately.

As people enter the focal point of their lives they will have had extra time in the work constrain mulling over work to more grounded piece of their characters. Specifically, the budgetary need theory suggests that people amidst their lives consistently have obligations requiring their money related steadfastness which contributes basically to the essentialness of working (Werbel, 1983). In light of time provided for profession building and headway, and furthermore the need to give cash related strength, people in the center to late periods of their lives should show more conspicuous Work Centrality.

In general, contemplation has been suggestive of a constructive connection among age and Work Centrality (Mannheim , 1997; Arvey, 2004; Schmidt and Lee, 2008).Education can be considered as an intermediary for the time and exertion dedicated toward advancing one's self, and the desires concerning future work (Mannheim, 1975). Many individuals put their time to get ready for work by experiencing, preparing projects or looking for advanced education. Somebody who spends an opportunity to wind up distinctly a veterinarian, for instance, might be somebody who values work beyond monetary motivating forces. Such a man tries to pick a profession that adjutant to his or her values or interests. Subsequently, this individual might probably relate to working in light of the career investment, but also because of choice of work mirrors a piece of one's persona. People who are upwardly moored (i.e. the people who endeavor to advance) will most likely be centered on their work. In this manner, the accomplishment of larger amounts of instruction should relate to unmistakable evidence with work (Goldman, 1973).

Consequences of work centrality are also elaborated in literature review. Furthermore, Hulin (1991) characterized the concept of work satisfaction as, how much a worker emotionally attached to his profession. JS is a psychological response to a man's occupation environment and circumstance. Be that as it may, researchers have discovered consistent levels of JS even when business and circumstances change, proposing that individual contrasts (Hulin, 1991). Despite the fact that there is some open deliberation about the directionality of the relation (Mannheim, Baruch, and Tal, 1997).

Job Satisfaction is incorporated as an outcome under the presumption that the involved employee will infer more satisfaction out of his or her work than the uninvolved employee (1991). In particular, neuroticism, conscientiousness, and extroversion have been appeared to correlate with JS (Heller, and Mount, 2002) and it has been proposed that positive and negative influence may also play an essential part (Judge and Larsen, 2001). In spite of the fact that WC is by and large worried about the centrality of work paying little respect to fulfillment derived, there is as yet a hypothetical association between the two develops. The more people associated with their work, the more their mental self-portrait is connected with work. As people set forth a concentrated exertion and after that turned out more sense of self association with their work, it

is likely that they will derive fulfillment out of the consummation of work endeavors (Vroom, 1962). Plus, a section that is more compensating will expect more unmistakable quality in one's chain of command of personalities additionally fortifying the association amongst Job Satisfaction and Work Centrality (Mortimer and Lorence, 1989).

Examiners have for the most part found help for little to medium connection amongst Job Satisfaction and Work Centrality. Despite the fact that there is some level headed discussion about the directionality of the connection (Baruch, 1997) Job Satisfaction is incorporated as an outcome under the supposition that the involved employee will determine more satisfaction out of his or her work than the uninvolved employee. The thought that takes after from this finding is that individuals will put additional time in work when they see their work as an important part of their life. It might also be a situation that individuals select part time jobs with the goal that they can have time for other non-business related activities (Brown and Lord, 2002). Although, the individuals who trust that work is a important part of their life and personality ought to probably contribute more time working while the individuals who don't profoundly value work ought to continue searching out different activities.

The people who significantly give performance to work should be inclined to develop a solid connection and affiliation to develop a feeling of responsibility. Along these lines Mannheim (1997) included OC as a result in his model of Work Centrality. These discoveries are regularly associated toward people's objectives to stop or leave, and the exploration has discovered a constructive connection amongst Work Centrality and OC (Adams, 2002; Schmidt and Lee, 2008; Mannheim, 1997).

Max Weber is the Protestant Ethic his book created urge for Work Centrality for the first time in 1930. At first protestant hardworking attitude considered as the attitude of the group of people influenced the economy but nowadays psychologists studying and focusing attitudes on individual basis (Furnham, 1990; Miller, 2001). Later on (Furnham, 1990; Miller, 2001) shifted the protestant hard working attitude from a gathering or group to a person and anticipated need for accomplishments as a finding and an antecedent factor to economic stimulations. Blood (1969) inferred that work values have impact on satisfaction level of employees instead of the other way around.

2.1.2 Work Centrality and Employee Engagement.

The idea of work centrality has principally been gotten from fundamental esteems. As indicated by an experimental investigation of R. N Kanungo (1982), results of this study showed that work centrality is basically a regulating conviction which is interrelated with work esteem and significance of work in the life of individual, and it is also a component of anyone's past social affairs or activities. In prior literature related to relationship between work centrality and worker engagement few analysts enlightened the terms 'work association' or 'contribution with work' to exemplify and to demonstrate the impact of work centrality on workers engagement levels and performances. Researchers considered Work centrality as the element which inclined the level of significance of work when all is said is done instead of association in the present employment. Along these lines, work centrality contrasts from different ideas like, authoritative responsibility and occupation inclusion.

For working performance, the difference of wok esteems or objectives among people is accepted to make distinction on the significance characteristics. The results of this study clarified that the individuals who are work esteem individuals and give preference to work objectives will give noteworthy significance to working as compared to individuals who progressively esteem common and standardizing work objectives. Sooner or later, the adjustments in the degree of work centrality will influence different business related dispositions furthermore, conduct as representative execution, hierarchical citizenship conduct, hierarchical duty and employment fulfillment. Employees, who are work centered, indicate that they are more noteworthy execution; more dedicated to their organizations, and will apply more prominent employment fulfillment than a worker who esteems working less. An exact examine, which specifically connects work esteems and work centrality was not apparent in the writing. In any case, by characterization, the term work centrality is highly influenced by work values and is framed by the individual's convictions towards effective work (Roe and Ester, 1999).

Earlier research illustrated that individuals with high levels of work centrality usually are more satisfied to their jobs. Likewise, those individuals who are also more apt to enjoy their work. Moreover they are more likely to have a close bonding with their sub ordinates and employers and show efforts in best manners to perform their duties. Attaching meaning to their

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work also enables the workers to fully use their aptitudes, skills, capabilities, acquaintance and other efforts for making their performances improved. This study also found that an employee, who works for something he loves to do, gets more into it and does every possible thing to perform it the best, which eventually beneficiary thing for the organization (R. lord and D. Brown, 2002).

Various lines of research verification of analysts like Harter, Schmidt and Hayes, (2002) suggest that associated with delegates out maneuver their isolated partners. Totally related with laborers are more opposed to turnover and these workers are more productive as they are more indulged in their jobs (Saks, 2006). These masters indicate more raised measures of loaded with feeling obligation (Shuck, 2010) and over the long haul make basically more lifted measures of pay (Xanthopoulou, 2009). As associated with workforce contributes quite to keeping up high ground (Macey and Schneider, 2008).

In the research study of Hirschfeld and Field's (2000), they investigated the ponder using 347 full-time affluence 500 agents, it was represented that specialists who are extremely committed to work not simply recognize with their employment or job description, they are moreover involved with the universe of work. Studies described that declining Work Centrality will conversely affect laborer engagement (Carr, Boyar and Gregory, 2008).

This study puts that as WC diminishes so in like manner will specialist engagement. It is strong view that engagement should reliably be described and overviewed inside the setting of productivity, and that the two segments of engagement noted above are vital for driving effectiveness. In the occasion, that work isn't imperative to one's life, it is difficult to be extremely included, presented and enthusiastic about one's execution and effectiveness. The induction of being made relies upon inquiring about taking a look at the after effects of engagement levels. A lot of delegate engagement are related to positive specialist execution and gainfulness (Halbesleben, 2010; Schaufeliand Bakker, 2006), positive progressive execution (Hcloghen, 2009) and agent up keep and success (Halbesleben, 2010; Maker, 2012). One could propose the backwards, which shows the levels of Work Centrality which will unfavorably impact engagement levels since delegate engagement is related to a specialist's perspectives, points and practices (Saks, 2006). Furthermore, the research study of Murdolo, (2009) illustrated

that in any economy, authoritative viability is basic for achievement. To accomplish expanded and practical positive business results, associations need to execute technique and engage specialists (Murdolo, 2009). Representative engagement is related to achievement components, which are worker execution/proficiency, efficiency, representative maintenance, client devotion, and fulfillment, and benefit (Gonrig, 2008; Hayes, 2002).

H1: Work centrality will have significant effect on Employee Engagement.

2.2   Narcissism:

Well known poet named Ovid and Cannon evolved the topic NAR centuries ago and described NAR through story based on young man who is hopeless for his life and decided to suicide because he couldn't find love from his own reflection. The main cause of his death was, he believed no one is as beautiful as his own reflection was. After that NAR become one of the major topics of discussion between psychoanalysts and mental health practitioners.

Sigmund Freud is the psychoanalyst who believes that NAR is interlinked with one's personality, level of self-esteem and positive feelings regarding themselves. Freud also described the contradiction of NAR with one's sexual desires and when a person concentrate on one's own self instead of others, this trait becomes pathological. Furthermore, because of this pathological NAR narcissus always remain in fantasies regarding his own positive qualities and across the boundaries of normal NAR (Freud, 1951).

Heinz Kohut (1976) is also a mental health practitioner; he studies Freud's theories and ideas regarding NAR and described his own findings and qualities of the narcissist. The children who are in teenage their caregivers called 'parent image', they helps these teenagers to view themselves as worthy as mirrored by their caregivers in order to develop their personalities. If these teenagers do not get this thing they develop a fantasy of 'grandiose', fantasizing that they are the most perfect human being and have a lot of worth in this world.

Grandiose is the main reason of pathological narcissist personality because when someone does not get enough importance in life as they fantasize. Moreover, Kohut (1976) proposed that environment of a kid matters a lot if the self-esteem at its peak (Watson, Little,

Sawrie, & Biderman, 1994). Due to great psychological influence and efforts on the topic of NAR ; in 1980 Diagnostic and Statistical Manual of Mental Disorders, or the DSM-III (American Psychiatric Association, 1980) published their third edition and defined NPD as the sense of superiority, 'distinctiveness', world of fantasy based on infinite powers, success, beauty, ideal life and love. According to the DSM-III narcissistic individuals faced some noticeable feelings like anger, embarrassment and worthlessness specifically in response to criticism or defeat (Raskin& Hall, 1979).

In 1979 Raskin and Hall measured traits of Narcissistic personality under the concentration of NPD results in DSM III. Basic purpose of Raskin was to identify the normal characteristics of NAR in general public by keeping in mind about the criteria given in DSM III. The items were created keeping in view the criteria given by DSM-III. Final inventory comprised of 80 items from the 223 items. The items consisted of a pair of narcissistic and non-narcissistic statements. The unwavering quality and legitimacy of NPI was evaluated a few times especially with Eyseneck Personality Questionnaire and found that the relationship between traits of extraversion and psychotic and its relationship with NAR (Raskin and Hall, 1981).

Rosenthal and Hooley (2010) conducted further research to comprehend the psychological traits and the characteristics of NPI. Results were found that NPI could not be used solely for the identification of NAR in anyone. Furthermore, researcher found that self-esteem leads narcissist towards low level of relationship between NAR and good psychological health. Concept of NPI used by many researchers to measure NAR in psychology, the reason is NPI measures the results prevailing in general public as compared to pathological NAR (Jackson, Ervin, & Hodge, 1992).

Previous literature defined that many researchers tried to describe NAR with complex ideas and exact definitions in best manners, found that narcissistic personality tendencies are 'continuum' (Watson, 1992) and it must be measured in multidimensional manners with different personality traits (Jackson , 1992). High NAR leads to high grandiose and self-importance, they believe that they are the best and superior from all (Morf & Rhodewalt, 2001).As Vazire and Funder (2006) depicted that narcissistic behavioral responses like anger, frustration, cognitive all are just to protect their grandiose and affirmed that unrealistic self-

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perceptions. Most of the narcissistic do things according to their self-concepts and they always search for the world to relate with notion of grandiose (Baker, 1979).

Kohut (1966, 1968, 1971, 1972) talked generally on NAR and like Freud he excessively assumed that NAR was a sound and customary bit of progression and neither psychotic nor upsetting. NAR is in like manner associated with higher inventiveness (Raskin, 1980). They furthermore have higher self-respect (Emmons, 1984). A couple of researchers to attempted to portray NAR as a reliance on confidence (Baumeister and Vohs, 2000). The mental contract characterized as a movement of shared desires of which the gatherings to the relationship may not themselves be faintly careful but instead which regardless represent their relationship to each other (Levinson, 2007).

Narcissistic people always be in the positivism and rely on positive comments others gives about them (Rhodewalt and Morf, 1998) as they cannot bear criticism and depressing views and they are always frightened of failures. Robins and Beer (2001) comment that narcissistic individuals always evaluate themselves positively as compared to their peer because narcissistic individuals are self-centered and contain unrealistic evaluation tendencies. The basic purpose of narcissistic individual's lives is to keep themselves happy with optimistic self-views even it is impractical (Morf and Rhodewalt, 2001; Rhodewalt and Morf, 1998).

Narcissistic people used to perform internal attributes to get success in life and external attributes to failures; for example, if they get success in life they give credit to themselves but in case they get failure, then they blame other factors like society or people around them, this could be clearly related to their unrealistic self-concepts and highly positive perceptions regarding themselves (Vazire and Funder, 2006). Deficiency of self-control leads them towards self enhancement and inability to postpone gratifications. In the end impulsivity associated to unable to stop their level of ignorance (Robins and John, 1997). Narcissistic individuals are truly unable to wait for happy moments in short period of time for the sake of their unrealistic level of inner satisfaction (Robins and Beer, 2001). Narcissistic individuals are generally extroverts and social, they had many friends and the purpose of making many friends to get admire, to dominate and to compete. Narcissistic people always seek new partners in romantic relationships, partners who inflate their egos with the little need of intimacy as compared to non-narcissistic personalities;

they are also unlikeable because they love themselves in unlikeable ways. In the sake of their inner concept of self-superiority, narcissistic individuals degrade weak people around them or close to them (Campbell, Rudich, & Sedikides, 2002), and are sometimes called "disagreeable extroverts" (Sedikides, Rudich, Gregg, Kumashiro, & Rusbult, 2004; Budzek &Tamborski, 2009). Additionally, results of this study further strengthened this fact by showing the participants videos of many narcissistic individuals, healthy people, and dependent people in which narcissistic people were viewed as the highly negative people and no one wanted to interact with them (Carroll, Corning, Morgan, & Stevens, 1991).

As (Brown & Bosson, 2001) illustrated few concrete aspects of narcissistic individuals such as grandiosity, impulsivity, extroversion, distorted personal relationships and extreme level of self-esteem, NAR and self-esteem are highly correlated because these both variables indicates that a person has a extreme level of positive and un realistic self-perceptions. These both variables are also correlated with extroverted personalities and high level of self-belief that the person has better than average intelligence (Campbell, 2007). However, psychologists Brown and Zeigler-Hill (2004) suggest that here are some noticeable difference between self-esteem characteristics and the necessarily interchangeable factors and NAR highly correlated with people who have a focal point on dominance and power over others.

In spite of a couple of likenesses, there are several noteworthy differences between high confidence and NAR. Initially thing like high confidence and NAR are distinctive as the esteem framework that they recognize especially with the normal and agnatic structures. A shared esteem system is associated with social affiliation and self-redesign in locales, for instance, thoughtfulness and pleasantness. Then again an agnatic esteem structure is connected with social quality and self-overhauls in regions, for instance, boldness and knowledge. People high in confidence relate with both esteem structures, however people with NAR characters simply relate with the agnatic esteem system (Campbell, 2007). That is, narcissistic individuals put fundamentally more emphasis on the self than do high confidence individuals. This self-emphasis is shown encourage in the finding that those high in NAR look for significant regard however individuals high in confidence require reputation (Campbell, 2007). Another genuine refinement between high confidence and NAR is that both have communicated regard and just

high confidence individuals have suggested confidence. High confidence is genuine and bona fide, in light of the way that the positive self-idea exists inside outside and inside (Brown and Bosson, 2001). Myers and Zeigler-Hill (2012) drove a survey on school developed women to explore how narcissistic individuals truly feel inside. The audit consolidated a procedure where individuals were trapped to a lie indicator with a particular objective to (in a perfect world) compel them to lie and were gotten some information about them. Individuals who are high in NAR have lower confidence than non-narcissistic individuals. These discoveries expounded that people higher in NAR don't care for themselves from internal side, and may simply be wearing a front of boldness or confidence. Besides, Rhodewalt and Morf (1998) battle that narcissistic people truly have an outstandingly sensitive self-idea that is frail against destruction. Outwardly they may appear to be extraordinary; however from inside narcissistic individuals are to a great degree delicate. These are the issues that must be dealt with while taking a gander at narcissistic individuals' effect on society. The cloak of the certainty that narcissistic individuals wear has a broad influence in their harmful effect on everybody around them and on themselves. Society must not confer the blunder of puzzling a narcissist's appearance with high confidence. !

Thirdly there are narcissistic systems for keeping up escalated self-views. For instance, narcissists search out doors for admiration and attention, gloat, take credit from others, and play recreations in their relations. At the point when narcissists are effective at this, they can feel easy they report higher level of self-esteem and positive life satisfaction (Sedikides, Rudich, Gregg, Kumashiro, and Rusbult, 2004). When they are unsuccessful, they prove animosity and at times depression and tensions (Bushman and Baumeister, 1998 and Miller, 2007). Personality is an intrinsic part of human nature. At the point when identity becomes abnormal and more extreme, they can show themselves as personality issue. NAR is one of the most prominent abnormalities in personality, which is among the most hard to treat and in this manner needing more prominent research (Stovall, King, Wienhold, and Whitehead III, 1998). Narcissistic identity tendencies with regards to the development of their fantasies and their impeding impacts on society. Regardless of the debate about the adjustments in levels of NAR in the course of recent decades in people, there are environmental conditions in which narcissism can be developed.

Being consonant with the idea of expanded self-view, NAR is frequently positively identified with self-announced capability, however unrelated to more target measures. For example, despite of the fact that narcissists self-report higher GPA in respect to others, their real GPA does not vary (Gabriel, Critelli, and Ee, 1994). This impact has gotten blended support in the employment performance writing. For example, Kopelman (1998) observed that NAR, measured with a clinical measure, was negatively associated with self-appraisals of sales performance. Interestingly, Judge (2006) found that NAR was inconsequential to either self of boss evaluations of activity performance. This conflicting example of results infers the possibilities of situational arbitrators of these relations. A key factor in narcissistic people's personality is self-serving and biasness; to get admiration on success from the close ones and to blame others if unsuccessful (Campbell and Sedikides, 2002). Moreover, self-serving biasness relates to close people, for example regardless of getting acknowledgement from others, narcissistic people do not want them from people they hate (Sedikides, Campbell, Reeder, and Elliot, 1998).

As Wallace and Baumeister (2002) found that NAR hoisted the performance when it comes to public task but in private task, it decreases the performances. Results show that narcissistic individuals perform extraordinary good when there is the open door for fame or identification. In the light of these findings, researcher considered the relationship between NAR and performance is more grounded and important as it creates impacts on performances, it is harmful and weakens the performance when others are not ready to observe their tasks or do not getting prominent identification.

Moreover there are additionally a few conditions under which narcissists might be relied upon to perform less well. For example, a growing body of research has shown that narcissists surrender despite of facing challenge (Rhodewalt, Tragakis, and Finnerty, 2006). That is, they deliberately disrupt their performance so that they can easily clarify away defeat. This sabotage to aim or achievement could bring down levels of performance on extremely complex errands. Now in the writing, it is not clear whether NAR mainly affects work performance. We observe that potential moderators of these relations incorporate the complicated quality of the assignments, the level to which the employment requires the support of close individual

associations with colleagues and customers, and the degree to which the performance scene is private or public.

2.2.1 Narcissism and Employee Engagement:

The term Narcissism has been described by Barry, (2007) as self-importance with diversion over one's status appeared differently in relation to, and as per, others. A narcissist is egocentric, inclined to dreams of predominance and uniqueness and in danger over be relationally grinding or commanding (Sedikides, 2010). These definitions and reviews covered previously mentioned literature start to portray different comparative attributes. Despite of the fact, there is a literature exploring NAR, specifically in the fields of psychiatric and physiological, concept of NAR builds up with the concept of social identity which is lacking in social sciences (Barry, 2007).

More altogether, it is the way by which these self-absorbed and egoistic qualities of narcissist reveal themselves in various level of settings. Narcissists most of the time participate in exhibitionism and thought searching for lead to keep up their swelled internal identities, for instance, talking absurdly with associates and at get-togethers (Buss and Chiodo, 1991) and are engaged and searched for quality in social conditions, for instance, arrange big get-togethers or workforce gatherings (Raskin and Terry, 1988).

In spite of the way that there is wide composition investigating NAR especially in the mental and physiological field, bona fide extent of the NAR work from the social-character perspective is inadequate in the progressive sciences. The definitive science composing by and large is theory based and obliged in observational work. Regardless, the NAR investigates most frequently guided concerning affiliations is related to the subject of expert. In view of the fact the researcher Freud (1950) concluded that the connection among NAR and activity has for quite a while been known. Narcissists, as observed by others, demonstrate bravery and properties of a cordial individual, which are habitually qualities used to delineate a pioneer (De Vader, 1984).

Kets De Vries and Miller (1984) says that most of narcissistic individuals are in upper level administration positions in corporate sector and them ending up in searching administrative positions just for the sake of power, glory, charm, recognition and identification. Their feeling of

show, their capacity to control others, their skill for building up fast, shallow connections serves them too.

Particularly, according to Khoo and Burch (2008) narcissistic pioneer usually based on solid social aptitudes and magnetism which usually encourages them to perform their duties and roles of life more powerfully and intelligently. Narcissistic pioneers from the awe inspiring sides of organization have strong attraction which relied upon to empower the intense effect of laborers. The dull side of narcissistic pioneers as showed by the researcher named: Khoo and Burch (2008) is the abuse of delegates, bring down quality connections, and carrying on in untrustworthy ways to deal with both individual, definitive destinations and accomplish acknowledgment (Blair, 2008). While understanding the acts of narcissistic pioneers have legitimized and may suggest how these practices can affect delegate engagement.

Stood out from the subject of specialist with the abundance of confirmation which exhibits the proclivity of narcissists to create as pioneers, there is by and large little research on the effect of narcissism on delegate engagement. For the most part, NAR composing has as its subjects the C-Suite and unusual state boss, for instance, the audit by Andreassen (2012), which discovered administrators declaring more lifted measures of NAR and EE than subordinates. Whatever remains of the delegates of the voluminous workforce are consistently slighted. Since NAR is on the climb, particularly for the most energetic and greatest time to enter the workforce (Alsop, 2008; Bushman, 2008; Sutton, 2002; Twenge, 2010; Kowske, 2010), it is prudent to take a gander at its effect on delegate engagement which can affect individual and definitive execution.

Engagement meant to be best work performance and the basic desires of engagement are corporate resources and individual resources. Instances of corporate resources are execution input, learning environment, errand grouping, open entry ways for learning and progression and mentoring. Individual resources are related to singular qualities, for instance, loyalty, extraversion, confidence, eager relentlessness and mental capital (Bakker and Demerouti, 2008).

Schmidt (2004) clarifies that while satisfaction and obligation are the two key parts of engagement; neither in solitude is adequate to guarantee engagement. Bakker (2008) demonstrate

the clashing way in which the term engagement has been associated by business pioneers and (HR) specialists over the span of the latest 20 years. They feature the inconsistency of using the term to insinuate perspectives or to delegate perspective of specific segments of their work environment or points of interest, which they feel have near nothing to do with engagement. They bolster a two dimensional significance of engagement that describes an attracted delegate as one who 1) perceives what to do at work and 2) needs to make the essential strides. It is their strong view that engagement should reliably be described and over viewed inside the setting of productivity, and that the two segments of engagement noted above are vital for driving effectiveness. Right Administration (2006) characterizes genuine engagement as each individual in the association understand and remain focused on the accomplishment of the business system, and this goes past more than simply basic occupation fulfillment and joins parts of duty, pride and promotion about the association's items and brand. While the onus is on the association to oversee correspondence adequately to include representatives and adjust them to the association, this obviously requires info and input from workers also to make the procedure work.

The characteristics of the term NAR are explained by Morf and Rhodewalt, (2001) that are unmistakable in the workplace are conceit, undermining vibe and pride. According to the researcher narcissist in spite of the way most of the time expands an uncommonly helpful viewpoint of themselves according to their perceptions, their own point of view of themselves is unusually fragile and easily broken, seeing as their view isn't grounded in an objective reality which would give the help to influence it to enduring and certifiable, this personality quality is in reliable need have thought, respect and respects from partners, buddies and others (Zeigler-Slope, 2010).

H2: Narcissism will have significant effect on Employee Engagement.

2.3   Psychological Contract:

The conceptualization of the psychological contract has evolved from its historical roots in Barnard's (1938) theory of equilibrium and Gouldner's (1960) theory of reciprocity.

Later definitions were less broad, referring to the perception and expectations on the part of both employers and employees regarding the unwritten mutual promises and obligations in an employment relationship (Morrison and Robinson, 1997; Rousseau and Schalk, 2000). The assumptions concern elements of employees' expectations that are concrete (e.g. pay, performance requirements, and working conditions) and abstract (e.g. job security, work challenges, respectful treatment, and safe working environment). In return, the employer expects loyalty, involvement, and investment in the organization or the work. According to the dominant approach in PC research, a PC develops through interactions, both formal and informal, between the individual and the organization. These processes may occur during the formal processes of recruitment and socialization or in the ongoing interactions between the employee and managers (Rousseau, 1995; Westwood et al., 2001). These interactional events and perspectives are shaped by the individual over time into cognitive schema which map out a personal understanding of employment relationships and the reciprocal obligations and entitlements they believe are in place (Sparrow, 1996). It is argued that each employee holds a psychological representation—a schema—about what a typical employment relationship entails, and that organizational socialization will affect the degree of similarity between an employee's schema regarding the employment relationship and the schema held by organizational agents (Morrison and Robinson, 1997). Rousseau (1995) distinguishes between four types of contracts, among them the normative contract and the social contract, which are of contextual relevance to MNC research: The normative contract is the shared PC that emerges when members of a social group, organization or work unit hold common beliefs. The social contract consists of broad beliefs in obligations associated with a society's culture. Such contracts are cultural as they are based on shared collective beliefs regarding appropriate behavior in a particular society. A more common PC typology portrays psychological contracts as transactional, relational or balanced. Transactional contracts are based on tangible (e.g. monetary) exchanges over a specific period and typically lack a promise of long-term commitment. Relational contracts are based on both

tangible and intangible (e.g. job security) exchanges and are not bound by specific time frame so their limitations on the relationship (Rousseau, 1990).

The psychological contract is the contract between an employer and employee that typically represents more a belief or a set of expectations than a firm commitment (Held, 1993). The work of Conway and a number of other researchers such as Coyle-Shapiro and Conway (2005), Conway and Briner (2009), Conway and Coyle-Shapiro (2011), and Conway et al. (2011) is indicative of the importance of the psychological contract and the challenges faced in the human resource management of employees.

Del Campo (2007) considers the possibilities of future research in relation to the psychological contract while at the same time weighing the possibilities against the historical context of the work environment. Another important study investigated the psychological perceptions of a group of individuals hired after graduating from an MBA program. Many failed to attain the level they had come to expect they would achieve through the recruiting process. The new employees indicated that they were in fact in a form of social contract when in the student role and that they had been let down in the expectations they felt they had been given as part of this relationship with the education facility that supplied the employer (Rousseau, 2008). Similarly, students who train to enter the police service hold expectations that they believe will be met once they are hired. These are psychological contracts rather than employment contracts (Rousseau & Schalk, 2000) but are still believed by the employee to be a form of terms and conditions between themselves and their employer, or at least a tacitly understood exchange between the two (Rousseau, 1989: 123). Simonsis (2000) reviews the recruiting of the next generation and the expectations that the future employee has in the recruitment process. Generation-specific expectations in employment is a component that is becoming ever more important to policing recruitment, staff management and leadership in a technologically advanced and swiftly changing world (Murray, 2000).

Menninger (1963) considered the psychological contract to be taking to the way in which a doctor and patient interact, with both having mutual responsibilities for the success of the relationship. This analogy was influenced by early research conducted on the Kansas Light and Power Company where it can be seen how the psychological contract might have looked in an

earlier version of the work-related setting (Levinson, 1962; Menninger, 1963). This research identified five qualities to be found within this work setting, as illustrated in Table 1.

Table 2.1 Qualities of the PC

Qualities of the PC (Menninger, 1963)
1. Implicit Expectations
2. Desires From The Past
3. Relationship
4. Psychological Distance
5. Dynamism

It can be seen from Table 1 that Menninger (1963) broke down the psychological contract into five specific elements. What is not addressed in Menninger's model, however, is the difference between the transactional and relational aspects of the contract.

Four types of psychological contracts, as explained below, have been defined (Rousseau, 1995) on the basis of (a) performance requirements being specified or non-specified, and (b) time-frame being short or long.

Transactional contracts are of a limited duration with well specified performance terms. It is present when the employment arrangement is for a short-term, primarily focused on exchange of work in lieu of money with a specific and definite description of duties and responsibilities and limited involvement in organization. This is particularly true for employees hired on short-term contracts as well as workers located off-site.

Relational contracts are open-ended membership but with an incomplete or ambiguous performance requirements attached to continued membership. They result from long-term employment arrangements based upon mutual trust and loyalty. Growth in career and remuneration come mainly from seniority and other benefits and rewards are only loosely related to work performance. The contract is derived from long term membership and participation in the organization. This type of contract is very common in family run organizations in India where „trusted and loyal" employees manage most of the senior managerial/supervisory work in the organization.

Transitional contracts are essentially a breakdown in contracts, reflecting the absence of commitments regarding future employment as well as little or no explicit performance demands or contingent incentives. It is not exactly a psychological contract, but a cognitive state which reflects the changes in organizational context and socio-economic changes and transitions that are in contradiction with a previously established arrangement or psychological contract. This type of cognitive state is apparent during company mergers and acquisition, downsizing as well as related state of uncertainties in work life.

Balanced contracts represent open-ended and relationship-oriented employment with well-specified performance terms, subject to change over time. They are dynamic and open-ended employment engagements, pre-conditioned on business success of the employer organization, employee developing himself/herself, and opportunities for career advancement based on performance and skills. The employee and his/her organization contribute to each other's development. Rewards to workers are based upon performance and contributions to the organization's business success or competitive advantages, particularly in the face of changing business environment. In most of the public owned and professionally managed organizations, balanced type of psychological contract exists.

Transactional and relational terms are fundamental components of most employment contracts. When we contrast the employment contract with the psychological contract we notice that the psychological contract looks at the reality of the situation as perceived by the parties, and may be more influential than the formal contract in affecting how employees behave from day to day. It is the psychological contract that effectively tells employees what they are required to do in order to meet their side of the bargain, and what they can expect from their job. It may not be strictly enforceable. Due to evolutions in the economic and social environment in which organizations operate, the nature of employment relationship is undergoing fundamental changes that have implications for organizations and their employees (Roehling, Cavanaugh, Moynihan & Boswell, 2000; Schalk & Freese, 1997). In this context, the psychological contract is playing an increasingly important role in helping to define and understand contemporary employment relationship (Millward & Brewerton, 2000; Schalk & Freese, 1997; Turnley & Feldman, 2000).

Guest & Conway (2002) offers a model of psychological contract where the strength of the psychological contract is related to management practices of the organization.

2.3.1 The Psychological Contract and the Employee–Employer Relationship

Rousseau (1989) differentiated between the esteem based and social fragments of the Psychological Contract, recognizing that the esteem based part would outfit the delegate with the particular points of interest of the occupation, for instance, hours of work, pay, escape, and distinctive methodical issues of the understanding. Spotters, directors and mentors have a basic impact in conferring measure up to duties regarding laborers and in such way the line manager is of particular essentialness (Conway, 2005). The social part implies the trust and devotion components got from the relationship made among business and delegate, and the direct and induced wants that exist between the two (Wade-Benzoni, 2009). The social fragment particularly is a fundamental point in having the ability to appreciate the Psychological Contract. Rousseau (1989) focuses on the relationship among specialist and supervisor, unequivocally perceiving the person's subjective acknowledgments and separating these from the objective assertions came to in the relationship itself. Basically, the owner and worker may not be in assentation or won't not have a comparable comprehension, which can provoke to slants that the psychological contract has been man handled by either (Rousseau, 2001).

Basically, in any case, Rousseau (1989) in like manner declared that the Psychological Contract could end up being all the more enduring and more grounded after some time as confide in increments. Trust is drive from the trust made and finally kept between the two gatherings to the understanding.

Guest and Conway (2004) built up a rearranged model of the Psychological Contract, which is portrayed in Table simplified model of the Psychological Contract (adjusted from Guest and Conway, 2004)

Table 2.2 Model of the PC

Inputs	Content	Output
• Employee qualities	• Fairness	• Expectations Yields
• Organizational qualities	• Trustworthiness	• Performance
• HR rehearses	• Interactions	• Delivery
• Leadership	• Expectations Yields	

This model demonstrates the relationship between a positive Psychological Contract and the execution of the association. Guest and Conway (2004) clearly recognize that a negative effect on the Psychological Contract could detrimentally affect work execution and efficiency. Despite hierarchical impacts, singular elements, for example, identity likewise shape how people translate the Psychological Contract and how they behave in this manner. Raja (2004) found that identity anticipated the sort of Psychological Contract framed, while Coyle- Shapiro (2008) observed that trade related demeanors affected representative response.

Laborer engagement has been associated with various leveled obligation (Saks, 2006), section execution (Crawford, 2010) and speculatively to productivity (Irvine, 2009; Agnew and Fine, 2008). In 2013 correct research rose exhibiting that laborer engagement is connected with PC (Bal, DeJong, 2013; Changand Tsai, 2013). Rousseau (1989) also said Psychological Contract as the feelings that are held by a person as for what they owe the affiliation, and what the affiliation owes them. In this way, satisfaction of supervisor ensures, responsibilities, and obligations extend agent engagement. As Chang (2013) and Bal (2013) precisely displayed that a development in Psychological Contract fulfillment is related to an addition in laborer engagement. Researchers suggest that related positive practices happening as a result of a positive enthusiastic – motivational point of view are of mind blowing essentialness to the business. Right when ensures are kept or wants met; individuals consider PC fulfilled (Kickul 2001). Using Rousseau's (1989) definition, a Psychological Contract encroachment, or break, is implied by a failure to meet the wants of one of the gatherings. Right when an agent gets what they expect, it makes a potential reaction in aura and in addition direct (Lester, 2001). Hess and

Jepsen (2009) showed that there is a connection between Psychological Contract fulfillment and three scholarly responses: satisfaction, obligation, and turnover objective. Levels of fulfillment at work have in like manner been seemed to influence energetic association, impact and the longing to remain with the affiliation (Hess and Jepsen, 2009). This may be by virtue of, as fulfillment reductions, agents may try to restore agreement (Ng and Feldman, 2009).

2.3.2 Psychological contract and Employee Engagement:

Kahn (1990) empirically connects role performance to the employees' emotional and psychological state. He described his study as having the premise that people can use varying degrees of their selves, physically, cognitively, and emotionally, in work role performances. Kahn's statement foretells a later connection between psychological contracts and the not yet created employee engagement construct. Disregarding the way that Argyris (1960) was first to use the term PC concerning work, is credited with working up the principal correct work on the point. From Rousseau's work, we fathom that PC address the easygoing wants held by both the specialist and the business – naming them fulfilled when kept and dismissed or cracked when broken. Later, Wade-Benzoni (2009) would exhibit four sorts of understandings: esteem based, transitional, balanced, and social. These sorts of PC bolster the way agents and managers understand the work relationship.

Schmidt (2004) clarifies that while satisfaction and obligation are the two key parts of engagement; neither in solitude is adequate to guarantee engagement. Ellis and Sorenson (2007) demonstrate the clashing way in which the term engagement has been associated by business pioneers and (HR) specialists over the span of the latest 20 years. They feature the inconsistency of using the term to insinuate perspectives or to delegate perspective of specific segments of their work environment or points of interest, which they feel have near nothing to do with engagement. They bolster a two dimensional significance of engagement that describes an attracted delegate as one who 1) perceives what to do at work and 2) needs to make the essential strides. It is their strong view that engagement should reliably be described and overviewed inside the setting of productivity, and that the two segments of engagement noted above are vital for driving effectiveness. Right Administration (2006) characterizes genuine engagement as each individual in the association understanding and being focused on the accomplishment of the

business system, and this goes past more than simply basic occupation fulfillment and joins parts of duty, pride and promotion about the association's items and brand. While the onus is on the association to oversee correspondence adequately to include representatives and adjust them to the association, this obviously requires info and input from workers also to make the procedure work

It is stated that the employment relationship between employee engagement and person organization fit would lead to higher employee engagement and organizational commitment only when the employee managers experience a positive psychological contract. This relationship may be mediated by the formation of a psychological contract which research has not focused at. A substantial body of research has examined the impact of justice perceptions on outcomes, such as job satisfaction, organizational commitment, organizational citizenship behavior, productivity and withdrawal behavior that consistently illustrate the importance of justice in the workplace (Cohen-Charash and Spector, 2001; Colquitt, 2001; Forret and Love, 2008), but have not investigated the connection between procedural justice and psychological contract leading to employee engagement and organizational commitment. There are conflicting research findings, like the study of Thompson and Heron (2005) which show how psychological contract leading to commitment was moderated by variables such as procedural and interactional justice. Conversely, Schalk (2001) found no significant changes in the evaluation of the psychological contract in a merger of two organizations, although employees' commitment to the organization decreased (Chaudhry, 2009).

2.3.3 Work centrality and Psychological Contracts:

The psychological contract is defined as individual belief, shaped by the relationship, regarding an exchange understanding among individuals and their affiliations" (Rousseau, 1995). There are two major categories of Psychological Contrast one has with the affiliation: esteem based and social based (Parks, 1993).

Esteem based contracts implies the transient monetizable parts of the relationship where there is inconsequential shared consolidation in the lives and exercises of each other. The concentration is basically materialistic. Social contracts, regardless, incorporate parts of the

affiliations that attention on ordinary synchronization with the two trades of monetizable fragments and socio-enthusiastic sections, including business change. The thought is on foundation of an entire arrangement and open-finished relationship (Rousseau and Parks, 1993). According to past research on the phrase psychological contract, we expect that regard based and social contract address two particular estimations that are ominously related (Millward and Hopkins, 1998; Ntalianis, 2004). While regard based contract recommends the financial parts of the trade understanding among workers and their alliance, social contract suggests the parts of the relationship that are away for fundamental theory and business change. In like way, Rousseau (1995) battled that regard based and social terms are fundamental separate parts in numerous business contracts. For example, delegates with a brief contract are required to have exclusively a regard build contract in light of record of the transient union of their business status. Regardless, the past results show that there are no significant differences in regard based or social contracts among fleeting and unending specialists (Hughes and Palmer, 2007).

Since individuals with a high Work Centrality respect work and depend on building an association with the business which is constituted of shared hypothesis, it is likely that high Work Centrality is identified with having a more social Psychological Contract. Of course, individuals with a low work centrality will probably have a blow for blow regard based contract with the connection. This can be hypothetically cleared up by Resource Theory (Hobfoll, 2002; Schaufeli 2007). Persevering with this hypothesis, individuals designate their preferences as indicated by their inclinations, since assets, for example, time and hugeness are imperative and their speculation fuses some genuine weights (Hobfoll, 2002).

Since work expects an essential part in the lives of individuals with high Work Centrality, they will oversee their points of interest for work, and to put resources into building a common association with their connection (i.e., a social contract). Individuals with low work centrality, then again, attach little a rousing power to work, and won't consign their assets for work (Grant and Wade-Benzoni, 2009) People with high Work Centrality join higher intending to the bit of work in their lives, and thusly put time and report in building a typical longstanding association with their director. Accordingly, high Work Centrality accomplishes a social contract with the alliance, which in this manner acknowledges higher work fulfillment, engagement in the

occupation, and a lower inclination to leave the association (Diefendorff, 2002). Individuals with low work centrality, obviously, join little a spark to the bit of work in their lives, and put little time and prematurely end into the relationship with their director. Accordingly, low Work Centrality understands a regard based contract with the association which thusly accomplishes cut down fulfillment and engagement, and higher turnover want.

2.3.4 Resource Theory

The mediating role of psychological contract between work centrality and job attitudes can be explained by job orientation theory and resource theory (Grant & Wade-Benzoni, 2009; Hobfoll, 1989, 2002). People with high work centrality are willing to invest their valuable resources of time and energy in work, and to invest in the relationship with their organization. As a consequence, these people are more likely to negotiate relational contracts instead of transactional contracts, resulting in positive attitudes (Judge, Bono, Erez, & Locke, 2005; Xanthopoulou, 2009). Similarly, research that distinguishes between people perceiving their work as a job (i.e., as a means to fulfil the values of supporting oneself, one's family, and one's leisure time) or as a calling (i.e., as an end in and of itself) (Wrzesniewski, Mc Cauley, Rozin, & Schwartz, 1997) has shown that this latter group of people is more highly motivated to invest in their relationship with the organization (see also Grant & Wade-Benzoni, 2009). Empirical evidence for positive relations between work centrality and job attitudes were found in a study of Aryee and Luk (1996), who showed that work centrality was positively related to career satisfaction. Along similar lines, Diefendorff and colleagues (2002) found positive relations between work centrality and organizational citizenship behaviors and Witt and colleagues (Witt, Patti, & Farmer, 2002) found positive relations between work centrality and organizational commitment.

2.3.5 LXM Theory

The goal of LMX theory is to explain the effects of leadership on members, teams, and organizations. According to the theory, leaders form strong trust, emotional, and respect-based relationships with some members of a team, but not with others (Bauer, 2015). LMX theory claims that leaders do not treat each subordinate the same. The work-related attitudes and

behaviors of those subordinates depend on how they are treated by their leader (Rockstuhl, 2012).

The latest version of leader–member exchange theory of leadership development explains the growth of vertical dyadic workplace influence and team performance in terms of selection and self-selection of informal apprenticeships in leadership (Graen, 2016). It suggests that leaders select the best and make offers and members of team accept or not. Apprentices who complete the program develop strong emotional attachments with their mentor-teacher. This is reflected in their descriptions by both of their relationship as one of mutual respect for competence, trust in character and benevolence toward each other (Graen, 2013). Those who complete the apprenticeship training are more collaborative, helpful to all team members, more deeply engaged in team activities and contribute more to team health and prosperity. This is seen as a win-win relationship by both parties, their team, network and overall organization (Nier, 2013).

By the 1990s LMX had started to become a substantial theory, integrating the previous theories of organizational citizenship behavior and perceived organizational support (Day, 2016). It became increasingly clear that LMX correlated with job satisfaction and organizational commitment (Gerstner, 1997). In 1995 Graen and Uhl-Bien used four stages to explain how LMX theory had evolved over time. During the first stage the theory primarily involved work socialization and vertical dyad linkage, with the focus was on the analysis of differentiated dyads, that is, in-groups and out-groups. In the second stage LMX studies focussed on the quality of the leader-member relationship and on its outcomes. The third stage involved the creation of a prescriptive approach to building dyadic relationships. In the fourth stage, LMX moved beyond the dyad level and researchers assessed it at the systems-level, that is, at group and network levels (Gerstner, 1997).

A meta-analysis of LMX correlates and constructs, Gerstner & Day (1997) explain that research has generally found relationships between LMX and positive work performance and attitude measures, especially for members. That is, especially for members, LMX is associated with higher performance ratings, better objective performance, higher overall satisfaction, more satisfaction with supervisor, stronger organizational commitment, and more positive role

perceptions. Gerstner & Day's (1997) meta-analysis used 79 studies to examine the correlates of LMX. Their analysis found a positive correlation between the member's perceptions of LMX and the leader's ratings of the member's job performance. It also found an even stronger positive correlation between the leader's perceptions of LMX and the leader's ratings of the member's job performance. Fortunately for some subordinates, Gerstner & Day (1997) explain that supervisors may have a tendency to rate a subordinate more favorably due to a positive LMX relationship. They further explain that LMX perceptions may cause a leader to form positive or negative expectations about an employee which can then affect actual employee performance rather than only performance ratings. This meta-analysis also found statistically significant positive correlations between LMX and objective performance (as opposed to subjective performance ratings), satisfaction with supervisor, overall satisfaction, organizational commitment, and role clarity. It found statistically significant negative correlations between LMX and role conflict and turnover intentions (Gerstner, 1997).

This study has been supported by LXM theory as it also discussed the relation between employer and employee. Gerstner (1997) stated as well that there is strong reltaion between the member's perceptions of LMX and the leader's ratings of the member's job performance.

2.4   Employee Engagement:

According to the managers, cutting edge business suggests generally higher the profitability and higher the productivity as compared to the past. Now a days, many firms are trying to increase their growth by keeping in mind organization's key objectives and competitive competitors. By doing all this, sooner or later, they get succeeded in fulfilling employee's satisfaction levels, content with their work involvement was a decent equation for getting satisfaction, the reason is satisfied employees work more efficiently and retained with their organizations capability (Sanchez and McCauley, 2006).

But now a days, state of affairs is totally different as businesses are working globally and more aggressively and essentially satisfied and stable employees are even insufficient to bring growth or give exceptional work performances (Abraham, 2012). For getting extraordinary growth and performances, employers need to work on this beyond employee's satisfaction, they

have to motivate their employees not just to work hard but to work smarter by putting all their capabilities and capacities to their work if employers will not do that some portion of significant and valuable employees stays inaccessible and underutilization for the organization. This is the reason now firms taking actions and giving span of control and responsibilities to employees for their own improvement, take a stable on high caliber and performance, be lively and committed to their assigned work and at the end they want their employees to be retained and fully engaged (Bakker and Leiter, 2010).

Distinctive researchers express that employees engagement is the best contraption in the association's undertakings to increase upper hands and stay cantered in showcase and stated that to be focused, active and to gain competitive advantages in the market, employees is the best apparatus in the organization's endeavors (Rashid, 2011). As needs be, many firms and researchers believes that development of employees engagement is the most important thing, it has been a principle enthusiasm among various analysts and consultancy firms and employees engagement got its acknowledgement in the administration writing and also among specialist (Ologbo and Saudah, 2011). Regardless, the possibility of engagement is overall new, it is by and by a hot administrative subject and it is uncommon to discover a HR or definitive related article that does not indicate master engagement. The relative idiosyncrasy of the idea has understood a circumstance, where there is still nobody clear and concurred significance of engagement (Robertson Smith and Markwick, 2009).

Right now, HR advising firms and scholastic research pros are demonstrating their own particular interpretations of the significance of the worker engagement. A bit of the concentrations shown by the experts are equal and they agree that engagement makes the prospect for representatives to join personally with their executives, directors, teammates and relationship by and large and the drawing in condition where specialists have elevating air and extremely constructive conduct toward their activity and will connect with themselves and are glad to play out their obligations in best behavior. In the scholastic circles, the possibility of engagement is shown by four vital techniques: Kahn's need satisfying methodology (Kahn, 1990), Harter (2002) achievement engagement approach, and Sak's (2006) multidimensional approach is exceptionally important, however every one of them add to the more significant

knowledge of representative engagement. EE is a basic specialist execution and association organization subject. The criticalness of this subject is shown by its positive results for the businesses and representatives - Work engagement is a positive contribution in itself (Schaufeli, 2002). There are different positive outcomes from building EE and the two authorities and scholastic written work is in every way basically dependable concerning the advantage of EE. All noteworthy consultancy firms express that there is a relationship amongst EE and benefit augment through higher gainfulness, high deals, consumer loyalty and representative upkeep and maintenance (Bakker and Leiter, 2010).

In literature, the significance of EE is demonstrated as if organizations adopts engaging and learning environment than it must give outcomes. Contemplates by many researchers contend that employees engagement bolsters authoritative execution and goals achievement (Harter, 2002; Salanova, 2003). As studies demonstrates that the consequences of representative engagement are accurately what most associations are scanning for, there is nothing unforeseen in corporate authorities seeing the change of the engagement of specialists as a requirement for affiliation (Ketter, 2008).

It is particularly difficult to assemble engagement inside the particular social event of specialists in the circumstance, when the information about the specifics of their work-life is truant. The greater bit of studies has a case of workers inside various occupations and endeavors (Saks, 2006). Engagement of administrators in the instructive associations is infrequently contemplated, inadequately seen, despite the fact that these representatives have a huge impact in the establishment and the nature of their execution adds to the nature of associations with workforce, understudies and the general population. Engagement of authoritative bosses in the instructive affiliations is seldom analyzed and inadequately watched, paying little mind to the way that these agents have a monstrous impact in the establishment and the possibility of their execution adds to the possibility of association with workforce, understudies and the comprehensive group (Scott, 1978).

Along these lines, understanding the specifics of managerial staff work-life acknowledgments are essential to informative and instructive relationship, in light of the way that those recognitions influence how well they perform at function (Rosser, 2000). Moreover,

hypothetical and viable comprehension of managerial work force in instructive associations is required to organize and execute engagement building mediations focused on towards enhancing their employee performance, students, faculty, open, satisfaction, and other hierarchical results. Academic literature shows that several definitions of EE.

This study also shows that the individual engagement of employees with a specific end goal to underline execution change through utilizing and conveying everything that needs to be conveyed on physical, intellectual and enthusiastic levels and their execution. On account of separation workers pull back from part execution and actions to save themselves physically (Kahn, 1990). Plus, theoretical and viable perception of regulatory work compel in edifying affiliations is required to deal with and execute engagement building mediations focused on towards enhancing their employees performances, understudies, workforce, open, satisfaction, and different leveled comes to fruition.

Mike Johnson has written a book in 2004, named: The New Rules of Engagement. In this book he contends the importance of EE and writes, engaging employees in work, utilizing their capabilities in the best manners and make them best performers for our business is going to be one of the most knotty battle in the next decade. Many researchers and analysts explained the topic of EE in their own perspectives. Yet, till now there is no clear specifications and implications mentioned by practitioners. As well as, it is very rare to find articles regarding human resource topics like HR practices or other management related topics without some mention of EE, its importance and its implications (Soldati, 2007). Today, topic of employee's engagement is the most hottest topic in this era. EE added in HR agenda, it is a key challenge which is getting attention day by day of all the executives and human resource managers and professionals of corporate sector (HR Focus, 2006) and progressively more, the acceptance of academics. By the by, there is an expanding mindfulness that worker engagement is significant to fruitful business and business execution, where connected with representatives are the 'foundation of good workplaces where individuals are innovative, moral and responsible' (Cleland, 2008).

Besides, communication is the main ingredient and it plays a vital role in EE (Welch, 2011).Engagement can influence workers' dispositions, nonappearance and turnover levels and

different investigations have exhibited joins with profitability, progressively indicating a high connection with individual, gathering and hierarchical execution, a win measured through the nature of client experience and client faithfulness (Harter JK, 2000). Associations with higher engagement levels have a tendency to have brought down worker turnover, higher efficiency, higher aggregate investor returns and better monetary execution (Baumruk, 2006). Towers Perrin (2007) found that associations with the most astounding level of drew in representatives expanded their working wage by 19 for each penny and their profit per share by 28 for each penny year- to-year.

As mentioned by Penna in his research report published in 2007, work is the most valuable way of bringing employees and employers together and this closeness creates growth in business by increasing potential in employee's performances. This beneficiary act of both where employees feels that they are an important asset of this company, they have span of control, they experience sense of community, the space to do as they think is best to contribute in organization's growth and this is the fact that employees stick to that organization which gives them freedom of work, meaning to their work and organizational identification.

In work related activities, EE is the individual's feeling of satisfaction and eagerness of performing duties and there is the relationship between EE and other factors like organization's growth level, productivity, profitability level as well as employee's performance level and satisfaction level. There is a statistical correlation between high EE and improvements in productivity, profitability, and job satisfaction (Nasomboon, 2014). Previous literature based on many related constructs of organizational behavior and many definitions of EE are explained through numerous theories in Macey and Schneider (2008) study and results showed that engagement is the key component to get success of both employee and employers.

Academic literature shows that couple of implications of engagement. One of the first and most unmistakable ramifications of engagement is given by Kahn (1990) and it recommends that individual engagement is: the outfitting of association individuals selves to their work parts; in engagement, individuals utilize and confer physically, rationally, and really amidst part execution (p.694). This examination also exhibits that the individual engagement of laborers with a specific extreme goal to underline execution change through utilizing and passing on

everything that ought to be passed on physical, insightful and energetic levels amidst their execution. By ideals of segment workers pull yet again from part execution and attempt to secure themselves physically, rationally or inside (Kahn, 1990).

Schaufeli (2002), indicates EE as contrastive game plan to burnout, they delineate EE as a positive, fulfilling, business related point of view that is depicted by life, obligation, and ingestion. They in like way express that engagement isn't a brief and specific state, yet rather it is a steadier and certain flooding with feeling keen express that isn't circled a particular debate, event, individual, or lead (Schaufeli, 2002). In his examination Harter (2002) indicated relegates engagement as the comprehensive group's idea and satisfaction with and imperativeness for work. Three without a doubt comprehended HR affiliations in like manner offer definitions on the EE. Perrin's Worldwide Workforce Consider (Towers Perrin, 2007) definition delineates engagement as specialists status and ability to add to connection achievement, by putting discretionary effort into their work, as extra time, mental inclination and essentialness.

Gallup organization defines EE as the devotion and energy for work. Gallup as inferred by Dernovsek (2008) contemplates EE to a positive specialists' association and specialists' devotion. Establishment of work considers (Robinson, 2004) delineates EE as a raising perspective held by the master towards the association and its regard. After the course toward joining definitions and theoretical structures of EE, Shuck and Wollard recommended a rising significance of the idea (Shuck and Wollard, 2010). They propose to depict EE as an individual expert's mental, vivacious, and behavioral state encouraged toward wanted dynamic results. Comparable qualities between business joining and the alliance part of engagement at work can also be found. There were meaningful or critical relations found by Gallup Organization (2004) among worker's participation, client's devotion, work progress and firm's turnover. They conducted research in some sample stores and collate the obtained numbers of the variables between stores scoring top 25% on worker's participation and client devotion with stores at bottom 25%. The stores which lie in the lowest 25% are found poorly performing in the three main productivity parts i.e. sales, client's criticism and stores income. There are many other same instances has been cited by Gallup. The team of ISR International Survey Research has

found many instances of similar nature that are stimulating the fact to reach the maximum levels of profits in the organization by engaging their workers emotionally.

Lawler and Hall (1970) portrayed work relationship as how much the employees sees the business situation as basic bit of their life, as how much the worker consider the employment circumstance as essential piece of their life, in light of the open door it provides for fulfill a people's needs. From this, one can comprehend that occupation inclusion has a tendency to rely on upon the significance of requirements and the capability of the employment to fulfill the individual needs of the representative (May, 2004). In this manner, inclusion is the consequence of the workers' impression of the need fulfilling capacities of the occupation. Engagement varies from contribution, as it is concerned more with how the laborers utilize themselves amid occupation execution. Besides, engagement incorporates the worker's vitality and feelings (May, 2004). The literature uses a multidimensional approach to manage describing laborer engagement, where the definition embodies a couple of parts required in order to finish bona fide engagement.

Schmidt (2004) clarifies that while satisfaction and obligation are the two key parts of engagement; neither in solitude is adequate to guarantee engagement. Ellis and Sorenson (2007) demonstrate the clashing way in which the term engagement has been associated by business pioneers and (HR) specialists over the span of the latest 20 years. They feature the inconsistency of using the term to insinuate perspectives or to delegate perspective of specific segments of their work environment or points of interest, which they feel have near nothing to do with engagement. They bolster a two dimensional significance of engagement that describes an attracted delegate as one who 1) perceives what to do at work and 2) needs to make the essential strides. It is their strong view that engagement should reliably be described and overviewed inside the setting of productivity, and that the two segments of engagement noted above are vital for driving effectiveness. Right Administration (2006) characterizes genuine engagement as each individual in the association understanding and being focused on the accomplishment of the business system, and this goes past more than simply basic occupation fulfillment and joins parts of duty, pride and promotion about the association's items and brand. While the onus is on the association to oversee correspondence adequately to include representatives and adjust them to

the association, this obviously requires info and input from workers also to make the procedure work. As of late, more reviews have started to take a gander on forerunners additionally outcomes of worker's participation.

As Saks (2006) evaluated a refinement among two sorts of participation, Worker's Participation and organization participation, which he declared are related however in a particular structures. Additionally he asserted that the relationship between both worker and organization participation, and their ancestors and outcomes are separated in various ways, recommending that the psychological situations that incite to occupation and organization participation, and their results are not the same.

Scholars & Specialists have inclination of after effects of worker's participation are favorable (Saks 2006). A meta-analysis that is been performed by Harter (2002) shows a common conviction about relationship among worker's participation and business profits. They gathered that worker's delegated fulfillment and engagement are identified with colossal business outcomes to fruition that is basic to different organizations. All things considered, word engagement or participation comes from single person work and it has a strong impact on business profits so it must has an impact on single person's outcomes first. Thusly, there is motivation to anticipate that EE is connected will people's points of view, wants, and practices. Yet, neither Kahn (1990) nor May (2004) included their result reviews, it is suggested by Kahn (1992) that a great deal of participation incite to both gainful results for single person of firm, (e. g individuals' work nature and their own specific particular experience in performing that work), and moreover helpful at organizational benefits (e.g. the headway and capability of whole organizations).

There were meaningful or critical relations found by Gallup Organization (2004) among worker's participation, client's devotion, work progress and firm's turnover. They conducted research in some sample stores and collate the obtained numbers of the variables between stores scoring top 25% on worker's participation and client devotion with stores at bottom 25%. The stores which lie in the lowest 25% are found poorly performing in the three main productivity parts i.e. sales, client's criticism and stores income. There are many other same instances has been cited by Gallup. The team of ISR International Survey Research has found many instances

of similar nature that are stimulating the fact to reach the maximum levels of profits in the organization by engaging their workers emotionally.

In an researcher augmentation of the Gallup discoveries, the researcher named: Ott (2007) refers to Gallup explore, which found that higher work environment engagement predicts higher income per share (EPS) among traded on some open market organizations. At the point when contrasted and industry contenders at the organization level, associations with more than four connected with representatives for each one effectively separated, experienced 2.6 circumstances more development in EPS than did associations with a proportion of marginally short of what one drew in employee for each one effectively withdrew worker. The discoveries can be considered as solid as the inconstancy in contrasting businesses was controlled by contrasting each organization with its opposition, and the examples crosswise over time for EPS were investigated due to a "bobbing" increment or reduction which is basic in EPS (Ott 2007).

According to Robinson (2006), employee engagement can be achieved through the creation of an organizational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organizational performance, lower employee turnover and better health. West (2005) argues that when individuals feel positive emotions, they are able to think in a more flexible, open-minded way and are also likely to feel greater self-control, cope more effectively and be less defensive in the workplace.

As indicated by Robinson (2006) people classify and comprehend occasions and circumstances as per their own remarkable and individual casing of reference, which mirrors their identity, past encounters, information, desires and interests. Identity is a key impact on the procedure of discernment. Bowditch and Buono (2001) propose that, our identity goes about as a sort of perceptual channel or casing of reference which impacts our perspective of the world. In this way, it is contended that it is our own view of our social and physical condition that shapes and coordinates how drawn in a worker is, as opposed to some target comprehension of an outer reality.

It has additionally been stated that EE is identified with passionate encounters and prosperity (May 2004). Regardless of this, investigations of associations frequently neglect the

impacts on conduct of sentiments and feelings. Feelings are a characteristic component of our mental make-up and influence people close to home lives as well as their conduct at work. Wilson (2004) contends that sentiments interface us with our substances and give inner input on how we are getting along, what we need and what we may do next, Being in associations includes us in stress, begrudge, hurt, misery, weariness, energy and different feelings.

The Towers Perrin (2007) examination of engagement perceived the two emotions and sensibility as focus fragments. They found that excited components are associated with a person's near and dear satisfaction and the sentiment inspiration and affirmation they get from their work and from being a bit of their affiliation. For example, a key part here is having a sentiment individual's accomplishment from one's occupation. By contrast, the prudent components all around relate to the connection between the individual and the more broad association, for instance how much laborers grasp their part and their unit's part, in regard to association objectives. It was discovered that scores for key parts of adjusted engagement, (for instance, I perceive how my part relates to association goals and goals and I will put in a considerable measure of effort past what is commonly expected) are all things considered higher than those for enthusiastic engagement, (for instance, I would express my association is a nice workplace and am happy to work for my association).

Regardless, looking further into the more energetic parts of working, another picture rises. Barely short of 66% of the respondents to the Towers Perrin ponder agreed their association is a better than average workplace, and even less (half of the respondents) agreed their association spurs them to do their best work. As showed in research, this is the place the impact of agent's mistake is found, with various parts of their work task, for instance, overwhelming workloads, expelled and non-useful senior activity, and the nonattendance of developmental open entryways (Towers Perrin 2007). This shows the importance of organization exercises in choosing levels of EE.As indicated by Towers Perrin (2007), building engagement is a procedure that never closures and it lays on the establishment of a significant and candidly advancing work understanding. Besides, it is not about making individuals upbeat, or notwithstanding paying them more cash. As vital as pay and advantages are in pulling in and holding individuals, it was discovered they assume a less essential part in drawing in individuals

in their work. The components observed to be basic for engagement were solid authority, responsibility, self-sufficiency, a feeling of control over one's condition and open doors for advancement; there are no substitutes for these essentials. Individual connections have likewise been found to affect EE. Late research has found that family stress and business related anxiety might be inter linked (Crabtree, 2005).

A Gallup overview asked representatives whether they had at least three days in the previous month when work pushed, made them carry on ineffectively with their family or companions. The discoveries showed 51 for each penny of effectively withdrew representatives say yes, contrasted with 35 percent of not-locked in workers and 18 for every penny of connected with workers. Relations in the working environment have additionally been found to affect seriousness, which as we saw before, identifies with engagement (May, 2004). Locke and Taylor (1990) perceived the relatedness needs people have, contending people who have remunerating interpersonal collaborations with their associates likewise ought to encounter more prominent importance in their work. Kahn (1990) additionally proposed that customer relations for a few people (e.g. camp guides) may assume a part in giving a significant work involvement. Gender introduction contrasts have in addition been found, with a definitive target that men encounter movement from work to family, while ladies encounter use from work to family. While ladies encounter progress from family to work, men encounter no relationship from family to work (Rothbard 1999). Additionally, Gallup's US investigate examined that ladies tend to discover more essential satisfaction in their occupations and are more pulled in than men are (Johnson 2004). All things considered, no sensible separation was found between pro engagement levels of the men and ladies.

Gallup saw a capacity between professionals who are single and the all-inclusive community who are hitched. It was discovered that married administrators tend to have a more prominent measure of engagement than the all-inclusive community who are single. This prescribes these administrators have come to point where they are more settled in both their own particular and expert lives. Another ability related to gender is that female manager or CEOs tend to have a higher rate of enough separated experts than male boss do. Partitions of flourishing and individual qualities may likewise affect EE with the honest to goodness focus on that a couple of

individuals work to live, while others live to work. Complexities of aptitudes, limit and dispositional factors are similarly expected that would affect levels of delegate engagement. In any case, the most key finding is that it is the way in which people are managed that has the most huge impact on engagement levels (Truss, 2006). As appeared by Robinson (2006), EE can be refined through the making of a dynamic condition where positive sentiments, for instance, relationship with different operators and pride are fortified, finishing overhauled true blue execution, slash down laborer turnover and better thriving of experts. West (2005) fights that when individuals feel beneficial sentiments, they can think in a more adaptable, responsive way and are moreover inclined to feel more clear constraint, change more sensibly and be less seen in the workplace.

The experience of engagement has been portrayed as a phenomenal, positive business related affiliation and perspective (Schaufeli, 2004), and has been believed to be identified with unfathomable thriving of delegates with positive work effect (Sonnentag, 2003). These positive encounters and estimations are apparently going to acknowledge positive work happening. A man's conferred hope to leave his connection is by and large observed as a key measure of how there is feeling about his ability. As affirmed by Bakker (2004), pulled in operators are likely going to have a more basic relationship with their connection and a lower partiality to stop. The exposures from Truss (2006) demand this. They watched that, all around, related with workers are more hesitant to leave their boss. The more drawn out specialists remain with an alliance the less pulled in they seem to twist up (Ferguson, 2007). The revelations of the 2006 CIPD consider on engagement acknowledge this in addition (Truss, 2006). Such disclosures underline the centrality of continually moving the view of engagement in the work environment.

Overall, composition has found that EE is on the decay and there is a making allotment among delegates today (Bates 2004 and Richman, 2006). A review by the Gallup point of view of an extensive instance of the UK workforce (Buckingham 2001), saw three discrete social events of representatives; related with experts, non-pulled in operators and satisfactorily confined workers. The disclosures demonstrated the greater segment (63 for every penny) of experts fell into the non-pulled in delegates gathering. These specialists were depicted as being useful in the notion doing what was asked of them however was not reasonably clung to the association. Also,

workers in this class were instrumentally impacted; they could be baited by business opening somewhere else and were receptive to budgetary impelling forces, yet vigilant about higher-plan sales to dependability, Of the illustration, 17 for each penny fell into the attract laborers arrange; these representatives were portrayed as being faithful, dedicated, gainful and errand reasonable. Feasibly pulled back representatives framed whatever is left of the 20 percent of the case and included workers who were physically present, however objectively missing. These authorities showed practices and outlooks that were negative administrator and notwithstanding restricting. Clearly these disclosures show that there is degree for supervisors to take an interest in positive association activities to bring engagement progress up in their workforce.

As showed by Buckingham (2001) such agents were made plans offering to partners the numerous clarifications behind which they believe their affiliation is such a ruined workplace. The audit moreover found that the more drawn out delegates remained with an affiliation, the more pulled back they got the opportunity to be. Moreover, researchers at Gallup (Brim 2002) and Truss (2006) perceived an inverse connection between EE, or how much an authority is satisfied by the business and the policies of organization.

As indicated by Brim (2002) such assertion shows that for most workers, the key year at work is their best and starting there on it is downhill. One test for associations is to discover procedures for stimulating expert's engagement levels through the length of their work. This finding was shocking; Gallup researchers expected that would discover an expanding feeling of having a place after some time with new contracts anticipated that would be unforeseen.

Brim (2002) battles rather than exploiting the characteristics of agents, affiliations relentlessly help specialists to recall their deficiencies through getting ready projects that focus on settling a delegate's weaknesses, which in this way can provoke to an isolated workforce. Various correspondents battle that EE is affected by singular complexities and by socio-social segments (Ferguson 2007). The way of life and quality of an affiliation are relied on to influence levels of engagement. Progressive condition joins points of view, for example, structures and fulfillment with the association; culture wires edges, for example, gathering (Schein, 1987).

The utilization of outsourcing and virtual workstations and social occasions has expanded through and through beginning late. In any case, there is a need for future research to set up precisely how such changes in atmosphere and culture affect EE. In plot, the investigation recommends that paying little heed to the closeness of reliable drivers of engagement, grouped social occasions of specialists and individuals are impacted by various components. The writing in the field of individual differentiations is part. Some propose that EE is made by points of view in the work environment, while others suggest that EE is something that the individual passes on to the working environment. Additionally, it is combat that a man's identity and discernment, i.e. the acknowledgment in which they see the world, shapes and encourages how connected with a pro will be.

Cufaude (2004) added that when manager use soundness of worker organization, whereby a supervisor's fundamental part is in supporting and serving everybody around them, ends up being astoundingly secured. Soltis (2004) argued remembering the ultimate objective to make exceptionally associated condition directors must be totally captivating; if supervisors aren't totally captivating its implausible laborers will definitely respond to any undertakings to draw in them.

Soltis (2004) declares in order to achieve highly engaged environment, higher management must be absolutely engaged; if administrators aren't thoroughly engaged in his work than it's impossible that workers will react to any endeavors to attract them. Research has demonstrated that EE has a tendency to be set up on parts, for example, the relationship they have with their boss (Tempest 2003). However special scientists insist that EE relies upon offering the empowerment and those occupations should fit workers' interests (Lloyd 2004 and MacDonald 2002).

There is clear confirmation in the psychological written work about the impact of individual complexities on work execution. Kahn (1990) recommended that individual separations shape a man's slant, which in this way, impacts their capacity to truly draw in or detach in all or two or three sorts or part shows. Additionally, observations, acknowledgments and character have been endorsed to be key consequences for how people react, in this manner forming and arranging how related and associated with they are.

Buchanan (2006) portrays the refinement between rational duty and emotional responsibility. Rational responsibility comes to fruition when work serves specialist's cash related issues, developmental or professional self- interests. Alternately, emotional responsibility, which has four conditions, the capacity to effect work execution as its more even minded partner, emerges when employee's work esteem, appreciate and have faith in what they do. According to the figures of the Corporate Initiative Board referred to by Buchanan (200 around 11% of the workforce are named 'genuine devotees' and show elevated amounts of both duty sorts; another 13% at the other end of the normal distribution curve exhibit little responsibility and are named the 'disaffected'.

Results of EE are; - Staff can get "engaged" in their jobs and feel that they are truly taking part and adding to its performance for achieving organizational goals. - Staff has a pride in their association and embraces it as a work environment and work with to individuals outside the association - Staff show genuine responsibility to their jobs and the association and are set up to 'go the additional mile'.

2.4.1   Work centrality and EE with the Mediation of Psychological Contract:

Since work assumes an essential part in the lives of individuals with high Work Centrality, they will designate their assets to work, and to put resources into building a common association with their associates or owners (i.e., a psychological contract) in this way the level of worker engagement increases. People with low Work Centrality, on the other hand (Grant &Wade-Benzoni, 2009).Individuals with low Work Centrality, then again, connect little esteem to work, and won't apportion their assets to work (Grant and Wade-Benzoni, 2009). As an outcome, they won't put resources into the relations with their owners (i.e., a transactional contract).Thus, low work centrality results in a transactional contract with the organization which in turn results in lower satisfaction and engagement, and higher turnover intention.

Bhatnagar (2009) inspected the relation between Psychological Contract and EE. Psychological contract describes: Are my promisor's desires, satisfied? While cognitive engagement describes: Is performing my duty so absorbing that I

forgot everything else? Emotional engagement asks: Do I put my heart into my employment? Physical engagement solicits: Do I apply a considerable energy to perform my employment?" (Aggarwal, 2009). PC intervenes the relationship between individual organization fit and EE (Jyotsna Bhatnagar 2012).

Individuals with higher level of WC gives higher importance to work in their lives, and therefore puts efforts and shows interest in developing a shared longstanding association with their boss. In this manner, higher level of Work Centrality brings about a social contract with the association, which thus brings about higher employment fulfillment, involvement in the activity, and a lower level of inclination to leave the firm (Diefendorff, 2002). On the other hand individuals with low Work Centrality shows little importance to the work in their lives, and put less time period and effort into the relationship with their manager. Along these lines, low Work Centrality brings about a value-based Transactional contract with the organization which thusly brings about lower fulfillment and involvement, and higher level of turnover.

The intervening role of psychological contract among WC and job attitudes can be illuminated by theory of work orientation and theory of resources (Grant and Wade, 2009; Hobfoll, 2002). Individuals with high levels of WC will contribute their important resources of time and efforts in work, and to put resources in to development of the relation with their firm. In result, these people will more willing to have social relational contracts rather than value-based transactional contracts, which in turn results favorable positive state of mind (Xanthopoulou, 2009; Judge and Locke, 2006). Same as the scholars differentiate the individuals who consider their duty or work as a job (i.e. a way to attain the oneself supporting values, supporting individual's relations and their free time) or a calling (which means itself) (Wrzesniewski, McCauley, Rozin, and Schwartz, 1997) has exhibited that the last class of individuals are having higher level of inducement to put in their alliance with the firm. In the research work of Ayree and luk (1996) factual evidence has been discovered about positive linkage among WC & work attitudes which ultimately exhibit a positive bond among WC & satisfaction of career. Similarly, positive alliance discovered among WC & organizational citizenship behavior (Diefendorff 2002). And Witt, Patti, & Farmer (2002) discovered a positive linkage too among WC &organization commitment. On entire, value-based transactional contracts works negatively,

with Work Centrality oppositely related to transactional contract, which consequently, contrarily associates with work fulfillment and EE, and emphatically associated with intensions of turnover. The invert applies to relational contracts, with Work Centrality decidedly related with relational contracts, and relational contracts emphatically relates with work fulfillment and EE, and oppositely relating to intensions of turnover. The exploration is grounded cleared up in Resource Theory and Job Orientation Theory (Hobfoll, 2002).

Research on job orientation demonstrates that job oriented employees tend not to characterize their personalities emphatically as far as work (Wrzesniewski and Dutton, 2001; Wrzesniewski, McCauley, Rozin, and Schwartz, 1997). In like manner, we expect that employees with job orientation will express their pro social inspirations outside the work domain, since they don't hope to discover significance in work (Wrzesniewski, 2010). For job oriented employees, work is a potential source of significance, character expression, and social commitment. We expect that demise reflection will encourage job oriented employees to express their pro social inspirations at work by participating in generative practices. If they recognize the chances to help and guide others, they will probably step up with initiative in making their jobs to provide more help and tutoring (Wrzesniewski and Dutton, 2001). They additionally will probably show high level of exertion and industriousness in tasks that advantage others (Grant, 2009).

The cognitive Resource Theory is a leadership theory of industrial and organizational psychology developed by Fred Fiedler and Joe Garcia in 1987 as a reconceptualization of the Fiedler contingency model. The theory concentrates on the impact of the pioneer's insight and experience on his or her response to stress. Blades (1976) took studies in armed force mess lobbies, researching the impact of group and pioneer knowledge on general organizational performance. The impact of intelligence on performance was affected by how mandate the pioneer was and both the pioneer's and individuals' inspiration. He inferred that a pioneer's learning can just add to performance in the event if it is proficiently conveyed, subsequently requiring a directive pioneer and furthermore an agreeable gathering that will undertake the orders of the pioneer. A further review on military cadets measuring levels of interpersonal anxiety and intelligence indicated knowledge to be weakened under states of stress.

This resource oriented theory depends on the supposition that individuals strive to hold, ensure, and build resources that what is undermining to them is the potential or real loss of these esteemed resources (Hobfoll 1989).

H3: Psychological contract will mediate the relationship between work centrality and employee engagement.

2.5   Research Framework :

Figure 2.1 Hypothesized Framework
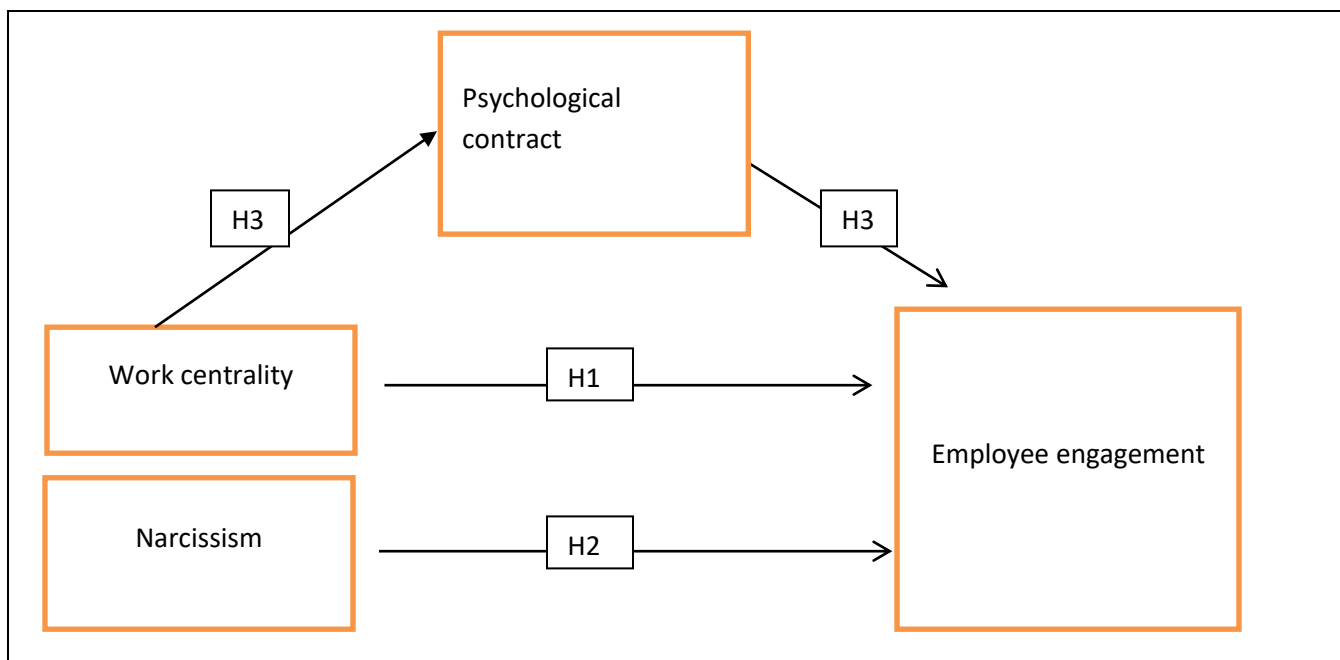
2.5.1 Hypothesis

H1: Work Centrality will have a significant impact on employee engagement.

H2: Narcissism will have a significant impact on employee engagement.

H3: Psychological contract will mediate the relationship between work centrality and employee engagement.

CHAPTER 3

3- Methodology

This chapter comprises of several sections describing methodology and other relevant approaches adopted such as the technique used for sampling, how the data was collected, which measurements were used. In this chapter the several tests used for data analysis has also been discussed, such as the Mediation through Hayes (model 4), Regression, Normality of Collected Data, Reliability of Collected Data etc.

3.1   Nature of Study:

The types of research may be exploratory, descriptive etc. (Sekaran & Bougie,2016), this study is descriptive in nature describing relationship of WC and NAR with EE and it also investigates mediation role of psychological contract between WC and EE. This study has used quantitative approach.

3.2   Operational Definitions:

Work Centrality refers to the degree of general importance that work has in an individual's life at any given time (MOW, 1987). It is a normative belief about the value and importance of work in the configuration of one's life, and it is a function of one's past cultural condition or socialization (Kanungo, 1982).

Narcissism is an inflated view of oneself. It is a belief that one is special and unique and expects special treatment from others while believing one owes little or nothing in return (American Psychiatric Association, 2000; Millon, 1996). Narcissism is a set of attitudes a person has toward oneself, including self-love, self-admiration and self-aggrandizement (Freud, 1957).

The **psychological contract** is defined as individual beliefs, shaped by the organization, regarding an exchange agreement between individuals and their organizations (Rousseau, 1995). There are two broad classifications of the type of psychological contract one has with the organization: transactional and relational (Rousseau, 1995; Rousseau & Parks, 1993). This study

will use relational psychological contract. Relational contracts, entail aspects of the relationships that focus on mutual agreement with both exchanges of monetizable elements and socioemotional elements, including career development. The focus is on establishment of a long-term and open-ended relationship (Rousseau & Parks, 1993).

Engagement refers to the relative strength of an individual's identification and involvement in a particular organization (Mowday, 1982). An engaged employee is fully involved in and enthusiastic about his/her work and will perform in a way that furthers the organization's interest (Schaufeli, 2002).

3.3   Unit of Analysis:

Defining unit of analysis is an important element of research studies because data collection and type of analysis totally depends upon unit of analysis. The unit of analysis in this study is individuals who are working as BDOs in brokerage houses in PMEX. It is the entity that has been analyzed in this study.

3.4   Population:

Population of the study is totality of the data/employees selected as unit of analysis of the study. This study has been conducted on brokerage houses working in PMEX Lahore region. Hence the study population is employees working as BDOs in PMEX Lahore. All those individuals who are working as BDOs in brokerage houses of PMEX are population of this study.

3.5   Sample Size:

The required sample size relies upon different perspectives, for example, the proposed data analysis, total population of the study, time period available and financial cost (Malhotra 1999). As per Stone and Sobel (1990) a sample size of 200 is minimum appropriate to fulfill the need of study. Based on Stone and Sobels's (1990) logic the sample size used for this study is 250 to avoid unresponded responses.

3.6   Sampling Technique:

Sampling technique is also of vital importance because it can affect generalizability of findings of the study. The population of this study is known and sample frame can also be taken from brokerage houses. If population of the study is known probability sampling is most recommended technique of sampling. But this study has used convenience sampling as because of less time period available for collection of data. Moreover, as population of this study is BDOs and they visit investors very frequently and they have flexible office timings. Data collection from them on the basis of probability sampling is difficult and time taking. Due to this reason this study has used convenient sampling. According to Lander & Behrend (2015) it is common common convenience sampling. Furthermore, Karan (2010) has also applied non probability technique in order to select sample from population of telecom sector of Fiji.

3.7   Data Collection Method:

Questionnaire for data collection is exceptionally normal and valuable in survey (Tourangeau and Smith 1996). In this research, 250 questionnaires were distributed to get responses of the individuals out of which 235 were collected back, which shows the response rate of 94%. Useable responses were 202. Contact was made with top management of the brokerage houses, who were inquired as to whether they would support the study or not. Twenty one brokerage houses allowed to access collect data from their 250 workers. Questionnaires were distributed personally to the workers.

3.8   Data Collection Instrument:

A self administrated questionnaire was used in this study. The questionnaire was consisted of 52 items and included 4 segments comprising of psychological contract, work centrality, narcissism and EE. All items were measured on 5-point likert scale where 1= Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. This scale has already been used by Fenzel (2013) to gauge work centrality and employee engagement. Detail of scales used in this study are given below.

Table 3.1 of Data Collection Instruments

Variables	Authors	No. of Item	Sample Questions
PC	Psychological Contract Inventory (Denise M. Rousseau , 1995)	8	Do you trust your immediate manager to look after your best interests? Pays less and gets more work done. Provides you with the resources required to complete your job.
WC	Work Centrality Scale (Alliger,Paullay& Stone-Romero, 1994)	12	Work should only be a small part of one's life. Most things in life are more important than work. Life is worth living only when people get absorbed in work.
NAR	Narcissistic Personality Inventory (Raskin& Terry, 1988)	15	I like having authority over people. I like to be the center of attention. I am more capable than other people.
EE	Utrecht Work Engagement Scale (Bakker and Schaufeli, 2003).	17	At my work, I feel bursting with energy. I am proud of the work that I do. Time flies when I am working.

3.9   Statistical Techniques:

The data has been collected through questionnaires and SPSS software is used to analyze data. Reliability of data is checked through Cronbach's Alpha.. Data normality is confirmed through skewness and kurtosis values of each variable. To test first two hypothesis and to investigate the relationship between WC, NAR and EE, regression analysis is used. To test hypothesis three, that is mediating role of PC between the relationship of NAR and EE, Hayess Process model 4 is used.

3.10   Limitations of the Study:

Followings are limitations of this study:

1. Study has been only conducted only on one industry of service sector that is PMEX.
2. Convenience sampling has been used in this study which is the type of non-probablilty sampling.
3. Sample size of this study is small.
4. Cultural differences are not considered in this study.
5. Only quantitative methode is used in this study.

CHAPTER 4

4- Data Analysis

According to the context of this study, different statistical techniques are used to analyze the data. For measuring the reliability of the data Cronbach Alpha technique applied. Normality assumption technique applied on data for measuring that data is normal or not. For measuring correlation between variables Pearson Correlation technique applied. Linear Regression analysis used to examine the relationship among dependent or independent variables. For mediation analysis, Hayes test is used with model 4.

4.1   Descriptive Statistics of Data

Descriptive statistics include the composition of data by showing the frequency distribution. It represents composition of sample by demographics. Sample composition based upon each demographic is being explained below

4.1.1   Data Composition by Gender

Table 4.1: Data Composition by Gender

Gender	Frequency	Percent
Female	67	33.2
Male	135	66.8
Total	**202**	**100.0**

Above table shows that 33.2 % of the respondents are female and 66.8% are male. This composition of sample shows that there are less female workers in our sample.

4.1.2 Data Composition by Age Group

Table 4.2: Data Composition by Age

Age	Frequency	Percent
Less than 25	90	44.6
25-35	68	33.7
35-45	25	12.4
45-55	12	5.9
above 55	7	3.5
Total	**202**	**100.0**

Above table shows that 44.6% of the respondents have age less than 25 years, which shows that young workers are working in this industry. Moreover, it shows that most of the BDOs are joining this sector right after completion of their study.

4.1.3 Data Composition by Experience

Table 4.3 Data Composition by Experience

Experience	Frequency	Percent
less than 1	91	45.0
1-3	62	30.7
4-7	14	6.9
8-11	14	6.9
more then 11	21	10.4
Total	**202**	**100.0**

Above table shows that 45% of the respondents have less than one year working experience which shows that BDOs working in PMEX have less experience and they are joining this sector at the start of their career.

4.1.4 Data Composition by Qualification

Table 4.4 Data Composition by Qualification

Years of Education	Frequency	Percent
12 years of education	7	3.5
14 years of education	40	19.8
16 years of education	104	51.5
18 years of education	35	17.3
any other	16	7.9
Total	**202**	**100.0**

Above table shows that 51.5% respondents have 16 years education and 19.8% of the respondents have 14 years of education. It shows that most of the respondents have their formal education 14 years or above.

4.2 Reliability

Reliability refers to the extent to which a scale produces consistent results, if the measurements are repeated a number of times. The analysis on reliability is called reliability analysis. Reliability analysis is determined by obtaining the proportion of systematic variation in a scale, which can be done by determining the association between the scores obtained from different administrations of the scale. Thus, if the association in reliability analysis is high, the scale yields consistent results and is therefore reliable.

Table 4.5 Cronbach's Alpha Values

Variables	Cronbach's Alpha
Work Centrality	.973
Employee Engagement	.971
Psychological Contract	.957
Narcissism	.975

4.3   Normality Analysis:

Normality is the primary condition to apply any statistical analysis yet it is frequently recognized and descried while leading to statistical analysis. Various researchers haveused skewness and kurtosis to establish the normality of variables. Kurtosis refers to how flat a distribution is and used as a measure of the extent to which observations cluster around a central point. Skewness refers to the lean of the distribution. Positive kurtosis indicates that the observations cluster is more to the left and have a longer tail to right than to the left. Negative kurtosis indicates the observations cluster less to the left and has longer tail to the left than to the right.

Table 4.6 Variables Normal Distribution

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
WC	202	1.00	5.00	3.4938	.94511	-.550	.171	-.085	.341
EE	202	1.00	5.00	3.5827	.83811	-.619	.171	.353	.341
PC	202	1.00	5.00	3.7488	.88669	-.996	.171	1.465	.341
NAR	202	1.00	5.00	3.4703	.96536	-.827	.171	.240	.341
Valid N (listwise)	202								

Descriptive Statistics

According to George & Mallery (2010) the values for skewness and kurtosis should be between2 and -2. While Curran, West & Finch (1996) said the value of skewness and kurtosis less than 7 suggest that there are no serious violation of normality assumption present in the data. Table 4.5 shows the required statistics for skewness and kurtosis. The above table statistics represent that the value of skewness and kurtosis are within the established limits.

4.4   Correlation

Correlation test is used to measure the strength/weakness and direction of relationship between two variables. Pearson product correlation produce a coefficient called the Pearson correlation coefficient. It is symbolized with *r*. The correlation analysis use to measure changes in value of variance. Each correlation shows the relationship strength. This statistical technique

use to check relationship between independent and dependent variables with range of $-1 \leq r \geq 1+$. All values of correlation mentioned in table below:

Table 4.7 Correlation among Variable

Sr. No.	Variables	1	2	3
1	Work Centrality			
2	Employee Engagement	.293**		
3	Narcissism	.190**	.142*	
4	Psychological Contract	.380**	.479**	0.129*

**.Correlation is significant at the 0.01 level (2-tailed).
*.Correlation is significant at the 0.05 level (2-tailed).

Results shows that there is a positive significant correlation between all variables.

4.5 Multi-Colinearity

Table 4.8 Multi-Colinearity

Coefficients[a]		
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 WC	.964	1.037
NAR	.964	1.037

a. Dependent Variable: EE

Multi-colinearity represents variation between two variables. Variance inflation factors (VIF) measures how much the variance of coefficients is affected by Multi-colinearity. Menard (1995) suggest that tolerance value less than 0.1 indicate co linearity in the data. All value less than 10 conclude that there is no multi-co linearity. The VIF (Variance Inflation Factor) is 1/Tolerance. All VIF values in the table are less than 10 and Tolerance values are 1. It means that there is no multi-co linearity.

4.6 Hypothesis Testing

Hypothesis tested is done through multiple regression and Hayes process model 4. Regression is most famous statistical tool that is used to check relationship between linear variables. Hayes model is used to check mediation between WC and EE.

Table 4.9 Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.305[a]	.093	.084	.80207

a. Predictors: (Constant), NAR, WC

Table no. 4.9 shows that "R" is .305 and value of "R Square" is .093. The value of Adjusted R Square is .084. Results reveal that 9.3% variation in dependent variable is explained by independent variable and remaining variation is due to other variables.

Table 4.10 ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.168	2	6.584	10.235	.000[b]
	Residual	128.019	199	.643		
	Total	141.188	201			

a. Dependent Variable: EE

b. Predictors: (Constant), NS, WC

Table 4.11 Coefficients

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.460	.273		8.998	.000		
	WC	.244	.061	.276	4.008	.000	.964	1.037
	NAR	.078	.060	.089	1.301	.195	.964	1.037

a. Dependent Variable: EE

Table no 4.10 shows that the F value is 10.235 with significant value 0.000 when P<0.05. The P value shows that this model is significant. The B coefficient of WC is .244, which shows that work centrality has positive relationship with employee engagement. As there is positive significant relationship between WC and EE, H1 is accepted.

Beta coefficient of second independent variable (NAR) is .078 which shows that there is positive relationship between NAR and EE but this relationship is insignificant as results reveal that significance value is .195. One the basis of insignificant results H2 is rejected and there is not significant relationship between NAR and EE.

4.7   Mediation Effect

Table 4.12 Mediation Effect

Model = 4
   Y = EE
   X = WC
   M = PC

Sample size
    202

****
Outcome: PC

Model Summary
```
      R      R-sq     MSE      F      df1      df2        p
   .3796    .1441    .6763   33.6650  1.0000  200.0000    .0000
```

Model
```
        coeff     se      t       p      LLCI     ULCI
constant  2.5046   .2221  11.2767   .0000   2.0666   2.9426
WC        .3561    .0614   5.8022   .0000   .2351    .4771
```

****

Outcome: EE

Model Summary
```
      R      R-sq     MSE      F      df1      df2        p
   .4938    .2438    .5365   32.0797  2.0000  199.0000    .0000
```

Model
```
 coeff      se      t       p      LLCI     ULCI
constant  1.6585   .2530   6.5552   .0000   1.1596   2.1575
PC        .4064    .0630   6.4531   .0000   .2822    .5306
WC        .1147    .0591   1.9406   .0537   -.0019   .2312
```

****************** DIRECT AND INDIRECT EFFECTS *************************

Direct effect of X on Y
```
   Effect     SE      t       p      LLCI     ULCI
   .1147    .0591   1.9406   .0537   -.0019   .2312
```

Indirect effect of X on Y
```
    Effect   Boot SE   BootLLCI   BootULCI
PC   .1447    .0503     .0636      2577
```

****************** ANALYSIS NOTES AND WARNINGS *********************

Number of bootstrap samples for bias corrected bootstrap confidence intervals:
`1000

Level of confidence for all confidence intervals in output:
  95.00

------ END MATRIX -----

The process of Andrew F. Hayes is used to measure the mediation effect of psychological contract between work centrality and employee engagement. To test the Hypothesis H_3: psychological contract mediates between work centrality and employee engagement, we carried out this analysis. In Step 1 of the mediation model, the relationship between work centrality and employee engagement was significant, b = .3561, t= 5.802, p<.05. This shows that the direct relationship between WC and EE is significant and fullfills the reqirement to check mediation (indirect relationship).

In second step when PC is introduced as mediator, the relationship between WC and EE became insignificant because p-value is .0537 but the relationship of mediator is significant as its p-value is .0000 which shows that full mediation exist between the relationship of WC and EE.

Table 4.13 Summary of Hypothesis Testing Results

Hypothesis	Results
H1: Work centrality will have a significant effect on employee engagement	Accepted
H2: Narcissism will have a significant effect on employee engagement	Rejected
H3: Psychological contract will mediate the relationship between work centrality and employee engagement	Accepted

4.8   Discussion of Hypothesis

Hypothesis 1 : WC will have significant effect on EE

This study found positive significant relation among WC and EE. Individuals with higher WC are more engaged in their work. Fenzel (2013) also found that WC has a positive significant realtionship with EE. Defiendorff (2002) demonstrated that employees with higher WC have higher job performance and are more indulge in their job.

Moreover, Harpaz (2002) stated that high work centralized individuals are mentally embedded in their work, and in this manner their personality can be judged for work performance. In this study majority of participants i.e. 44% are from new generation that are

having less then one year experience, shows a positive significant relation among work centrality and employee engagement.

Hypothesis 2 : NAR will have significant effect on EE

Beta value of NAR is .078 which shows that there is positive relationship between NAR and EE but this relationship is insignificant as results reveal that significance value is .195. On the basis of insignificant results H2 is rejected.

Fenzel (2013) has also studied the effect of NAR on EE but the results of his study was also insignificant.Narcissistic people used to perform internal attributes to get success in life and external attributes to failures; for example, if they get success in life they give credit to themselves but in case they get failure, then they blame other factors like society or people around them, this could be clearly related to their unrealistic self-concepts and highly positive perceptions regarding themselves (Vazire and Funder, 2006).

Hypothesis 3 : PC will mediate the relation between WC and EE

To test the H3, Hayes model 4 has been used. In Step 1 of the mediation model, the relationship between work centrality and employee engagement was significant, b = .3561, t= 5.802, p<.05. This shows that the direct relationship between WC and EE is significant and fullfills the reqirement to check mediation (indirect relationship). In second step when PC is introduced as mediator, the relationship between WC and EE became insignificant because p-value is .0537 but the relationship the relationship of mediator is significant as its p-value is .0000 which shows that full mediation exist.

This whole summary shows a full mediation of Psychological Contract between Work Centralityand EE and there is relation between work centrality and EE in the presence of psychological contract in PMEX.

CHAPTER 5

5- Conclusions

5.1   Findings:

Chapter five talks about the significant results of this study. In addition, the implications of the study, directions for future research and conclusions are also covered. It is necessary to understand how to engage employees are asset of the organization. To achieve increased and sustainable positive business outcomes and to improve the well-being of employees, HRD practitioners need to execute strategies to engage workers (Pitt & Murdolo, 2009). As compared to the last era, managers accepted that higher productivity and more profits are the demand of new business. To be ahead of their competitors, organizations are trying to expand their business effectively. Numerous organizations trust that engagement is a prevailing business demand. In a literature, large number of researches states that decreasing of Work Centrality has an effect on EE(Boyer, Cars and Gregory 2008; Harpaz, 2010), increasing NAR and declining Work Centrality both impact EE.EE is affected by the NAR and Work Centrality that could show challenges to management. The unwritten number of expectations from employee employer relationship leads to the psychological contract.

But in this research study, it is found that there is positive relationship between both variables work centrality and EE. In PMEX, most of the employees are from different study backgrounds and they attain BDE jobs just because of higher commissions and because of unavailability of their desired jobs, they show narcissistic behaviour. Above and beyond, this study investigates that there is no relationship between NAR and EE as it was already concluded in Fenzel's research paper (2013) that there is not a significant relation between NAR and EE.

This study found a full mediation of Psychological Contract between Work Centrality and EE and there is relation between Work Centrality and EE in the presence of Psychological Contract in PMEX and Work centrality was found to be related to psychological contracts people have with their organizations; people with higher work centrality are more likely to have a relational

contract with the organization which in turn increases the level of employee engagement in PMEX.It is also found that PMEX is been ignored for research purposes for years.

5.2   Recommendations

Based on results of this study has following recommendations:

1. As WC is an important variable for EE, managers should hire employees with high level of WC, because our results show that there is a significant relationship exists between WC and EE. Employees with higher level of WC will be more engaged in their jobs

2. As PC is mediating relationship between WC and EE, organizations should develop PC with their employees and should also enhance perception of PC among them in order to expect higher engagement.

3. In PMEX, as employees are from diverse educational backgrounds, and due to stress of having not desired job not and the stress of not meeting targets they tend to less engage in their work which ultimately move to job switching. So , it is recommended to managers at different brokerage houses to hire employees as per their WC level and to create a work environment that promote healthy psychological contract. It will lead employees to more indulge in work and their turnover rate will be decline.

4. This study also recommends that more experienced employees be hired in this industry because demographic composition of sample shows that most of the employees in this industry are less experiences.

5.3   Future Research

1. As there is insignificant relationship between NAR and EE, there is a need to find reasons of this insignificant relationship through qualitative research. Finding the reason of insignificant relationship would be an interesting future study.

2. This study is conducted on PMEX. Future research can conduct this study on other exchange or on other industry of service sector.

3. Convenience sampling has been used in this study which has issues of generalizibility, future research coould use probablilty sampling.

4. Cultural context should be considered in future studies.

5. Further more, longitudinal research is needed to investigate these relationships over time.

5.4 Concluding Remarks

The service sector is turning into a vital contributor to Pakistan's economy because of regularly expanding share in GDP and furthermore because of its massive export potential in the coming years. PMEX is the main controlled medium in Pakistan to invest and trade products, which were made in April 2002, however began its operations in 2007 with Gold Futures Contracts. The current study explored the positively significant relation between WC and EE , and the mediating role of psychological contract in between work WC and EE. It was found that PC completely mediate the relation between WC and EE in PMEX, while psychological contract is related with relational contracts, which in turn relate with engagement of worker.

This study provided empirical evidencethat people with high WC tend to be more indulge in their work, also found that people with higher level of work centrality are able to negotiate a relational/ psychological contract with the organization, which consequently makes them more engaged in their work, and less inclined to leave the organization. Since the study showed that people with high work centrality are the ones with relational contracts, organizations may focus more on attracting personnel by selecting those who have high work centrality. It is of significant importance because now HRD professionals will know that if employees view work as central to their lives and value work as one of life's top priorities, employees have a better chance of being engaged in their work. It is helpful to know the factors that can predict employee engagement, such as work centrality. Improving employee engagement is a challenging and powerful undertaking, though a commendable HRD goal. Seeking the improvement in engaged workforce keeps both HRD scholars and practitioners at the bleeding edge of developing down to earth and insightful information on worker engagement.

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<u>APPENDIX</u>

SURVEY QUESTIONNAIRE

Note: All responses will be treated as confidential

I, Ambreen Azam, student of MS (Business Administration) from National University of Modern Languages (NUML) Lahore Campus.

In this regard, your honest response will be important in reaching the true findings of this research project. Further, the researcher assures you that this data will be used only for research purpose and will be kept confidential.

Personal Information

Contact (optional): _____ Gender: **Male/ Female**

Age (in years): _____Highest Qualification: _____

Designation: _____ Scale/ Job Grade: _____

Experience with this organization (in years): _____

Total Professional Experience (in years):_____

Sr.no	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1.	**Work Centrality (The importance of work in an individual's life relative to other areas of interest)**					
1.1	Work should only be a small part of one's life.	1	2	3	4	5
1.2	In my view, an individual's personal life goals should be work oriented.	1	2	3	4	5
1.3	Life is worth living only when people get absorbed in work.	1	2	3	4	5
1.4	The major satisfaction in my life comes from my work.	1	2	3	4	5

1.5	The most important things that happen to me involve my work.	1	2	3	4	5
1.6	I have other activities more important than my work.	1	2	3	4	5
1.7	Work should be considered central to life.	1	2	3	4	5
1.8	I would probably keep working even if I didn't need the money.	1	2	3	4	5
1.9	To me, my work is only a small part of who I am.	1	2	3	4	5
1.10	Most things in life are more important than work.	1	2	3	4	5
1.11	If the unemployment benefit was really high, I would still prefer to work.	1	2	3	4	5
1.12	Overall, I consider work to be very central to my existence.	1	2	3	4	5

2.	Employee Engagement					
2.1	At my work, I feel bursting with energy.	1	2	3	4	5
2.2	I find the work that I do, full of meaning and purpose.	1	2	3	4	5
2.3	Time flies when I am working.	1	2	3	4	5
2.4	At my job, I feel strong and vigorous.	1	2	3	4	5
2.5	I am enthusiastic about my job.	1	2	3	4	5
2.6	When I am working, I forget everything else around me.	1	2	3	4	5
2.7	My job inspires me.	1	2	3	4	5
2.8	When I get up in the morning, I feel like going to work.	1	2	3	4	5
2.9	I feel happy when I am working intensely.	1	2	3	4	5
2.10	I am proud of the work that I do.	1	2	3	4	5

2.11	I am immersed in my work.	**1**	**2**	**3**	**4**	**5**
2.12	I can continue working for very long periods at a time.	**1**	**2**	**3**	**4**	**5**
2.13	To me, my job is challenging.	**1**	**2**	**3**	**4**	**5**
2.14	I get carried away when I am working.	**1**	**2**	**3**	**4**	**5**
2.15	At my job, I am very resilient, mentally.	**1**	**2**	**3**	**4**	**5**
2.16	It is difficult to detach myself from my job.	**1**	**2**	**3**	**4**	**5**
2.17	At my work, I always persevere, even when things do not go well.	**1**	**2**	**3**	**4**	**5**

3.	**Psychological Contract** (mutual beliefs, perceptions and informal obligations between an employer and an employee)					
To what extent do the items described below, describe your relationship with your employer?						
3.1	I trust my immediate manager to look after my best interests.	**1**	**2**	**3**	**4**	**5**
3.2	I trust my senior manager to look after my best interests.	**1**	**2**	**3**	**4**	**5**
3.3	My manager withhold information that is important.	**1**	**2**	**3**	**4**	**5**
3.4	Don't trust me with the work provided.	**1**	**2**	**3**	**4**	**5**
3.5	Does not involve me in the decision making regarding your department.	**1**	**2**	**3**	**4**	**5**
3.6	My commitments towards the employer is uncertain.	**1**	**2**	**3**	**4**	**5**
3.7	Pays less and gets more work done.	**1**	**2**	**3**	**4**	**5**
3.8	Provides you with the resources required to complete your job.	**1**	**2**	**3**	**4**	**5**

	4. Narcissism (excessive interest in or admiration of oneself)					
4.1	I really like to be the center of attention.	1	2	3	4	5
4.2	I think I am a special person.	1	2	3	4	5
4.3	Everybody likes to hear my stories.	1	2	3	4	5
4.4	I insist upon getting the respect that is due me.	1	2	3	4	5
4.5	I like having authority over people.	1	2	3	4	5
4.6	I am going to be a great person.	1	2	3	4	5
4.7	I can make anybody believe anything I want them to.	1	2	3	4	5
4.8	I expect a great deal from other people.	1	2	3	4	5
4.9	I like to be the center of attention.	1	2	3	4	5
4.10	I am an extraordinary person.	1	2	3	4	5
4.11	I always know what I am doing.	1	2	3	4	5
4.12	People always seem to recognize my authority.	1	2	3	4	5
4.13	I know that I am good because everybody keeps telling me so.	1	2	3	4	5
4.14	I am apt to show off if I get the chance.	1	2	3	4	5
4.15	I am more capable than other people.	1	2	3	4	5

Thank you for your participation!