

References

- A T Kearney Inc, (2016). *Competitive Benchmarking: Sri Lanka Knowledge Services*.Seoule.
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, Human Resource management practices and Competitive advantage. *Journal of organizational effectiveness*, 2(1), 7-35. doi.org/10.1108/JOEPP-08-2014-0042
- AON Hewitt. (2016). *Trends in Global Employee Engagement*. New York: Author.
- Ashford, S. J., Rothbard, N. P., Piderit, S. K., & Dutton, J. E. (1998). Out on a limb: The role of context and impression management in selling gender-equity issues. *Administrative Science Quarterly*, 43, 23-57.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2 ed.). Mahwah, New Jersey: Erlbaum.
- Bates, S. (2004). Getting engaged. *HR Magazine*, 49(2), 44-51.
- Board of Investment*.(2016).Invest in Sri Lanka: Retrieved from http://www.invest in sri lanka .com/key_sector/knowledge_services/knowledge_services_intro
- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work Engagement :A quantitative review and test of its relations with task and contextual performance. *Personal Psychology*, 64, 89-136.
- Colquitt, J. A., Conlon, D. E., Wesson , M. J., Porter, O. H., & Ng, K. Y. (2001). Justice at the Millennium: A Meta-Analytic Review of 25 Years of Organizational Justice Research. *Journal of Applied Psychology*, 86(3), 425-445. doi:10.1037/0021-9010.86.3.42
- Cropanzano, R., & Mitchell, M. (2005). Social Exchange Theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.doi:10.1177/014920630527960
- De Mello, C., Wildermuth, S., & Pauken, P. D. (2008). A perfect match: decoding employee engagement-Part I: Engaging cultures and leaders. *Industrial and Commercial Training* ,40(3), 122-128. doi:10.1108/00197850810868603

- De Silva, M., & Kailasapathy, P. (2016). Employee Engagement through HRM practices : The impact of Organizational Support and Individual Differences. *Sri Lankan Journal of Management*, 21(1), 123-158.
- Deloitte, (2014). *Deloitte Millennial Survey*. London: Deloitte Touche Tohmatsu Limited.
- Demerouti, E., & Cropanzano, R. (2010). From thought to action: employee work engagement and job performance. In (. Bakker & Leiter (Ed.), *Work Engagement: A Handbook of Essential Theory and Research* (pp. 147-163). New York: Psychology Press.
- Dvir, T., Eden, D., Avolio, B. J., & Shamir, B. (2002). Impact of Transformational Leadership on Follower Development and Performance: A Field Experiment. *Academy of Management Journal*, 45(4), 735-744.
- Edmondson, A. C. (2003). Speaking up in the operating room: How team leaders promote learning in interdisciplinary action teams. *Journal of Management Studies*, 40(6), 1419-1452.doi: 10.1111/1467-6486.00386
- Eisenberger, R., Stinglhamber , F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived Supervisor Support: Contributions to Perceived Organizational Support and Employee Retention. *Journal of Applied Psychology*, 565-573. doi:10.1037//0021-9010.87.3.565
- Frank, F. D., Finnegan, R. P., & Taylor, C. R. (2004). The race for talent: retaining and engaging workers in the 21st century. *Human Resource Planning*, 27(3), 12-25. Retrieved from <http://www.ebscohost.com/>
- Freeman, A. (1996). Factorial structure of individualism-collectivism in Sri Lanka. *Psychological Reports*, 78, 907-914.
- Freeman, A. (1997). Demographic Correlates of Individualism and Collectivism : A study of Social Value in Sri Lanka. *Journal of Cross Cultural Psychology*, 28(3), 321-341.
- Gallup. (2013). *State of the global workplace: Employee Engagement Insights for Business Leaders Worldwide*. Washington,D.C: Gallup Press.

- Glen, C. (2006). Key skills retention and motivation: the war for talent still rages and retention is the high ground. *Industrial and Commercial Training*, 38(1), 37-45. doi:10.1108/00197850610646034
- Great Place to Work. (2012). *Trust vs Employee Engagement*. Retrieved from http://www.greatplacetowork.co.uk/storage/documents/Article_Trust_v_Employee_Engagement_May_2012.pdf
- Great Place to Work. (2016, July). *What is a Great Workplace?* Retrieved from www.greatplacetowork.net:<http://www.greatplacetowork.net/our-approach/what-is-a-great-workplace>
- Harter, J. K., Schmidt, F. L., Agrawal, S., Plowman, S. K., & Blue, A. (2016). *Q12 Meta-Analysis: The Relationship Between Engagement at Work and Organizational Outcomes 2016*. Gallup.
- Hornstein, H. A. (1986). *Managerial courage: Revitalizing your company without sacrificing your job*. New York: Wiley.
- Jaepil, C. (2003, December). Outcome Favorability, Procedures, and Individualism-Collectivism in Procedural Justice Perception. *Seoul Journal of Business*, 9(1), 1-26.
- Kahn, W. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*, 33, 692-724.
- Kailasapathy, D. S. (2016). Employee Engagement through HRM practices: The impact of Organizational Support and Individual Differences. *Sri Lankan Journal of Management*, 123-158.
- Kuron, L. J., Lyon, S. T., Schweitzer, L., & Ng, S. E. (2015). Millennials' work values: differences across the school to work transition. *Personnel Review*, 44(6), 991 - 1009. doi:10.1108/PR-01-2014-0024
- Le Pine, J. A., & Van Dyne, L. (2001). Voice and cooperative behavior as contrasting forms of contextual performance: Evidence of differential relationships with Big Five personality characteristics and cognitive ability. *Journal of Applied Psychology*, 86, 326-336. doi.org/10.1037/0021-9010.86.2.326
- Maslach, C., & Leiter, M. P. (1997). *The truth about burnout: How organizations cause personal stress and what to do about it*. San Francisco: CA: Jossey-Bass.

- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422. doi:10.1111/1467-8721.01258
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety, and availability and the engagement of the human spirit at work. *Journal of Occupational Psychology*, 77, 11-37. doi:10.1348/096317904322915892
- Milliken, F. J., Morrison, E. W., & Hewlin, P. F. (2003). An exploratory study of employee silence: Issues that employees don't communicate upward and why. *Journal of Management Studies*, 40, 1453-1476.
- MTI Consulting.(2015).*BPO/KPO HR Value Chain in Sri Lanka*. Bahrain: MTI Consulting.
- Nasscom and Randstad Technologies. (2016). *HR Best Practices Compendium*. Chennai,India.
- Palugod, N., & Palugod, P. (2011). Global Trends in Offshoring and Outsourcing. *International Journal of Business and Social Science*, 2(16), 13-19. Retrieved from <http://search.proquest.com>
- Peterson, & Luthans. (2002). Employee engagement and manager self-efficacy. *Journal of Management Development*, 21(5), 376-387. doi/10.1108.02621710210426864
- Price Water House Coopers, Sri Lanka. (2014). *Sri Lankan IT-BPM Industry Review 2014*. Colombo: SLASSCOM.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective Commitment to the Organization: The Contribution of Perceived Organizational Support. *Journal of Applied Psychology*, 86(5), 825-836. doi:10.1037/0021-9010.86.5.825
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53, 617-635. 10.5465/AMJ.2010.51468988
- Richman, A. (2006). Everyone wants an engaged workforce how can you create it? *Workspan*, 49, 36-39. Retrieved from <http://www.coursehero.com/>

- Robertson and Cooper. (2009). Full engagement: the integration of employee engagement and psychological well-being. *31(4)*, (324-335. doi/10.1108/01437731011043348
- Robinson, D., Perryman, S., & Hayday, S. (2004). *The Drivers of Employee Engagement*. Brighton BN1 9RF: Institute for Employment Studies.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, *21(7)*, 600-619. doi:10.1108/02683940610690169
- Sengupta, S. (2011). An exploratory study on job and demographic attributes affecting employee satisfaction in the Indian BPO industry. *Strategic Outsourcing: An International Journal*, *4(3)*, 248-273. doi.10.1108/17538291111185467
- Shuck, B., & Wollard, K. (2010). Employee Engagement and HRD: A Seminal Review of the Foundations. *Human Resource Development Review*, *9(1)*, 89-110. doi:10.1177/153448430935356
- Shuck, B., Reio, T., & Rocco, T. (2011). Employee engagement: An antecedent and outcome approach to model development. *Human Resource Development International*, *14*, 427 -445. doi:10.1080/13678868.2011.601587
- Shuck, B., Rocco, T., & Albornoz, C. (2011). Exploring employee engagement from the employee perspective: implications for HRD. *Journal of European Industrial Training*, *35*, 300-325. doi:10.1108/03090591111128306
- Sivagananathan, A. (2013). Sri Lanka's IT /BPO and Knowledge Services Industry. Colombo: *Proceedings of the Exporters of Sri Lanka*, 1-17
- Society for Human Resource Management. (2016). *Employee Job Satisfaction and Engagement: Revitalizing a Changing Workforce*. Alexandria: SHRM Press
- Sparrow, P. (2016, 07 15). *KPO VS BPO: Difference between KPO and BPO*. Retrieved from <http://www.ianswer4u.com/2012/08/kpo-vs-bpo-difference-between-kpo-and.html>
- Stander, M. W., & Rothmann, S. (2010). Psychological Empowerment, job insecurity and employee engagement. *South African Journal of Industrial Psychology*, *36(1)*. 10.4102/sajip.v36i1.849

- Statista. (n.d.). *Global-Outsourcing-Industry-Revenue*. Retrieved from Statista.com:
<http://www.statista.com/statistics/189800/global-outsourcing-industry-revenue-by-service-type/>
- Sudan, R., Ayers, S., Dongier, P., Kunigami, A. M., & Qiang, C. Z. (2010). *The Global Opportunity in IT-Based Services: Increasing Country Competitiveness*. Washington D.C.: The World Bank. doi:0.1596/978-0-8213-8192-2
- Taylor, P., & Bain, P. (2005). India calling to the far away towns': the call centre labor process. *Work, Employment & Society*, 19(2), 261-282. doi.org/10.1177/0950017005053170
- Triandis, H. C., Bontempo, R., Villareal, M. J., Asai, M., & Lucca, N. (1988). Individualism and Collectivism: Cross-Cultural Perspectives on Self-Ingroup Relationships. *Journal of Personality and Social Psychology*, 54(2), 323-338. Retrieved from <http://www.oa.lib.com/>
- Van Dyne, L., Ang, S., & Botero, I. C. (2003). Conceptualizing employee silence and voice as multidimensional constructs. *Journal of Management Studies*, 40, 1359-1392. doi 10.1111/1467-6486.00384
- Wickramasinghe, V., & Jayaweera, M. (2010). Impact of career plateau and supervisory support on career satisfaction: A study in offshore. *Career Development International*, 15(6), 544-561. doi:10.1108/13620431011084402
- Wickramasinghe, V., & Kumara, S. (2010). Work-related attitudes of employees in the emerging. *Strategic Outsourcing*, 3(1), 20-32. doi:10.1108/17538291011023052
- Wollard, K., & Shuck, B. (2009). A historical perspective of employee engagement: An emerging definition. *Proceedings of the Eighth Annual College of Education & GSN Research Conference* (pp. 133-139). Miami: Florida : M. S. Plakhotnik, S. M. Nielsen, & D. M. Pane (Eds.),Miami: Florida International University.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Reciprocal relationships between job resources, personal resources, and work engagement. *Journal of Vocational Behavior*, 74, 235 -244. doi.10.1016/j.jvb.2008.11.003

Zhang , T., More, E., Avery, G. C., & Bergsteiner, H. (2014). The relationship between leadership paradigms and employee engagement. *Journal of Global Responsibility*, 5(1), 4-21. doi.org/10.1108/JGR-02-2014-0006