



Conference Proceedings

ANTECEDENTS OF LEADERSHIP CONDUCT IN WOMEN ENTREPRENEURSHIP: DOES THANK GOD IT'S MONDAY (TGIM) ATTITUDE A GAME CHANGER?

Yogesh Mahajan¹
Ashutosh Gadekar²
Shilpa Kankonkar³
Manohar Kapse⁴
Vinod Sharma⁵

DOI: 10.5937/EEE24036M
JEL: J16
Review Scientific Paper

ABSTRACT

The present study is a paper designed to present an argument on the TGIM attitude" and its antecedents in the eyes of creating a successful entrepreneurial mindset and organization. It is obvious from the analysis of different literary works that the conduct of Leadership, especially in entrepreneurship, has an impact on the behaviour of women entrepreneurs. The study intends to create a noteworthy inquiry into the relationship between leadership and the TGIM attitude of women intrapreneurs. The Indian IT entrepreneurial organizations employ around 3.1 million people, and this sector witnessing 'Monday Morning Blues' can be infectious. For the survival, growth and excellence of these entrepreneurial organizations, these firms have to focus on building TGIM attitudes in women intrapreneurs. The study is based on the C LEAD Model (developed by Cisco) of Women Leader's Behavior. Though TGIM is a new concept, this interpretation of TGIM was created after interviews with various women intrapreneurs in the IT sector. Interpretative Phenomenological Analysis has been used to understand the concept of TGIM. The model is proposed to study the inter-relationship between a Women Leader's Behavior and their role in building a TGIM attitude.

KEYWORDS

women leader's behavior, C LEAD model, TGIM, women entrepreneurship

INTRODUCTION

Women intrapreneurs are a treasured talent for any organization. They need to be nurtured and commanded so that they are fully involved with their work. It is 'People' who make all the

¹ Symbiosis International University, Centre for Management & Human Resource Development, Pune, India, yogesh.mahajan@scmhrd.edu, ORCID: 0000-0002-7485-0185

² Sankalp Business School, Sai Balaji International Institute of Management Sciences, Pune, India, ashutoshgadekar@gmail.com, ORCID: 0000-0003-4857-0515

³ CEOP Technical University, Department of Management, Pune, India, shipla_kankonkar@rififfmail.com, ORCID: 0000-0003-0434-3257

⁴ Symbiosis International University, Centre for Management & Human Resource Development, Pune, India, mk10oct@gmail.com, ORCID: 0000-0002-1258-8599

⁵ Symbiosis Centre for Management & Human Resource Development, Symbiosis International University, Pune, India, sharmavins@gmail.com, ORCID: 0000-0002-0815-8502



Conference Proceedings

transformation, and nothing is more significant than appealing to people at the workplace and making them feel content to come to work on 'Monday Morning'. In the contemporary corporate landscape, workplace culture has emerged as a pivotal factor influencing employee satisfaction, productivity, and organizational success. One innovative concept that has gained traction is the "Thank God It's Monday" (TGIM) culture. This paradigm shift from the conventional dread associated with the beginning of the workweek to a sense of enthusiasm and anticipation is redefining how employees perceive and engage with their work. The TGIM culture is not merely a catchphrase but a comprehensive approach aimed at fostering a positive, dynamic, and supportive work environment. It emphasizes the importance of employees looking forward to Mondays, thereby enhancing overall morale and productivity. Central to this culture are practices and policies that promote employee well-being, engagement, and development.

Studies have suggested that 'Relation with immediate superior/manager' plays an important role in making the employee feel positive about the work and workplace (Nordhall et al., 2024). The study aims to make a meaningful inquiry into the impact of Women Leader's Behavior in building TGIM attitudes among women entrepreneurs. The study is based on C LEAD model of Leader Behavior. The outcome of the study is identified as TGIM or TGIF. The study is pragmatic in nature. It is exploratory as new insights of TGIM in IT sector will be explored. It is descriptive as the study is also aimed at portraying the characteristics and perceptions of the Women entrepreneurs in IT sector towards their Women Leader's Behavior and TGIM attitude. Hypothesis is framed to test the causal relationships between Women Leader's Behavior and TGIM attitude in women.

The research has various limitations such as sectoral scope - the scope of the study is limited to IT industry. The existing scale will be used to assess the impact of Women Leader's Behavior and TGIM. Structure questionnaire technique has been adopted to understand the perceptions of women entrepreneurs on Monday Mornings. The proposed Model is based on C LEAD model developed by Cisco. The study will create value for IT companies as the sector is in the clutches of 'Monday Morning Blues', which have a direct impact on retention, job hopping, attrition and other emotional and behavioural issues of employees at workplace.

IT SECTOR IN INDIA

The IT industry in India is considered as a sunrise sector. It has today become a growth engine for the economy, contributing substantially to the GDP, urban employment and exports. Firms across all other sectors, largely depend on the IT service providers to make their business processes efficient and streamlined. Information Technology is an aid in achieving the bottom line of the organization. Nasscom expects the IT services sector in India to touch US\$ 225 billion by 2020. Indian IT sector is a hub for Foreign Direct Investments (FDI). The sector's core competencies and strengths have placed it on the international canvas, attracting investments from major countries.

Between April 2000 and June 2013, the computer software and hardware sector attracted cumulative foreign direct investment (FDI) of Rs 53,757.60 crore (US\$ 7.97 billion), according to data released by the Department of Industrial Policy and Promotion (DIPP). Online retailing, cloud computing and e-commerce are the major driving forces behind the rapidly increasing growth in the IT industry. The sector also has a huge potential for job opportunities. Indian IT sector employs around 3.1 million people. A sector with such huge employment is facing the challenge of developing and retaining talent. In this paper, the researcher proposes to prove how Women Leader's Behavior will result in TGIM and its implication on the attitude of women entrepreneurs. The global IT industry has been experiencing rapid changes due to factors ranging from the macro-economic (global recession), technology (SMAC-



Conference Proceedings

the digital enterprises), social (financial inclusion, healthcare, education) and changing customer expectations. These winds of change have also influenced India's IT industry. Still, the IT industry is the largest private sector employer in India.

SIGNIFICANCE OF THE STUDY

People are the industry's biggest differentiator and have invested substantial time and money in developing a future-ready workforce. Following is the investment attracted in the Indian IT sector

- USD 1.6 billion: investment made by the industry in training,
- USD 4,000 per new recruit,
- 5% man hours per annum.

Overall, although IT Industry scores are healthy across the four parameters, there is scope for further improvement to reach Best Employers level and the employee who has TGIM attitude will definitely consider his employer as 'Best Employer'. Effective Leadership scores for the IT industry are lower in comparison to Best Employers in the aspects of people connect, strategy and business communication. This implies that IT industry women entrepreneurs need to focus on improving both their people connect and the women entrepreneurs' faith in their ability to truly lead a business. Over the past four decades, the IT industry has come a long way. From cost arbitrage, collaboration and value addition, the focus has now changed for organizations to deliver business outcomes for their clients. India continues to be the one stop destination – in 2015, it retains its leadership position with a share of 55 percent cent in the global sourcing arena. The East is gradually becoming the new West and more importantly technology is the new fuel disrupting and enabling businesses. Leading firms are leaving behind the traditional models of market access; instead they are creating new markets and controlling consumer experience like never before. All this is possible only with their Women entrepreneurs.

LITERATURE REVIEW

Women Leader's Behavior is considered as one of the antecedents of organizational success. Dale Carnegie teamed with MSW Research to study the functional and emotional elements that affect employee behaviour. A sample of 1,500 women entrepreneurs was surveyed, which revealed that although there are many factors that impact employee behavior, there are three key drivers: Relationship with immediate supervisor, belief in own leadership, pride in working for own company. Women entrepreneurs opined that the relationship with their immediate supervisor is the key to determining their behavior. The behavior and actions of the immediate supervisor can create an atmosphere where women entrepreneurs feel happy coming to work.

Various theories exist on the fluctuation of good and negative moods during the week (Stone et al., 2012). Studies, however small and typically using student samples, have shown evidence for the existence of 'Blue Monday', 'Thank God it's Friday', and the effects of weekdays versus weekends. The study revealed significant evidence of improved mood on weekends and Fridays, whereas there was limited evidence supporting the existence of a Blue Monday effect. Additionally, no significant variations were seen between Saturdays and Sundays (Stone et al., 2012). While some claim that digital



Conference Proceedings

technology frees workers from spatial limitations, the physicality of real space remains significant in modern business (Grazian, 2020). Coworking spaces utilise aesthetics, ideology, and style to establish their brand identity and create an environment that portrays new-economy work as purposeful, collaborative, innovative, and enjoyable. In recent years, the coworking sector has seen a trend of audience segmentation, with rivals focusing on niche groups not well served by mainstream offers. Additionally, some businesses are trying to convert unused commercial buildings into coworking enterprises to generate revenue (Grazian, 2020).

According to Avolio and Gardner (2005), Women's leadership requires a focus on restoring confidence, hope and optimism at work, which also enables individuals to display resilience and to bounce back after disastrous events and actively helps individuals in their search for meaning and connection. Women's Leadership also emphasizes the importance of developing transparent, trust and genuine relationships.

Quinn (2005) articulates the likely requirements of effective leadership as being:

1. Increased honesty about what meaningful results women entrepreneurs want to create
2. The display of behaviors which are congruent with their inner core values increasing integrity, authenticity and confidence
3. Acting in a way which puts the needs of the organization as a whole above their own, resulting in greater trust and an enriched sense of community
4. More adaptive and creative in response to wider external influences.

Leadership is viewed as fundamental to the success of any organization. in a given situation, an effective women entrepreneur's hip style is a combination of the task, the organization's culture, the leader's subordinate's relationships, and the attributes of the leader. It is evident that, the Behavior of the Leader can make a difference as he performs the following four major functions:

1. Decision Making: - Decision making is considered as one of the managerial functions a Leader performs. This includes creating a vision, establishing group goals, developing and deciding among competing strategies, operational planning and resource allocation.
2. Goal Attainment: - Subordination of individual interests to organizational interests is possible through the activities of the Leader, which should result in attaining both individual as well as organizational goals. To achieve these goals, the Leader has to direct the behaviour of group members toward group goals. To perform this function, the Leader plays various roles resulting in:
 - a. Coaching/Development- Develop the skills and competencies of the group members.
 - b. Influence- Motivating extra-role behaviour of group members; directing behaviour of group members; eliciting behaviours consistent with group's mission and strategy; eliciting behaviour outside the preference zone of the group members.
3. Integration- Integrating results in institutionalizing the values by insuring adequate coordination of the efforts of group members
4. Group Maintenance- The leader also plays various interpersonal roles. Improving the morale and cohesiveness of the group is a challenge in this dynamic environment. To achieve this group maintenance, leader has to excel at both Socio and emotional functions of management.



Conference Proceedings

THANK GOD IT'S MONDAY (TGIM)

TGIM is a new concept. There is very less evidence of academic literature on this concept. Literature is available on 'Monday Morning Blues', a related TGIM theme. The lack of an operational definition of TGIM has made the researcher use Interpretative Phenomenological Analysis to identify the behaviour of women entrepreneurs on Monday morning. Thanks God, its Friday has been popular among workers. One of our main findings in terms of a weekday effect was a profound increase in homicides towards the end of the week (Franckenberg et al., 2022). Using both structured and unstructured interview techniques, the behaviour pattern of women entrepreneurs has been analyzed. With the help of research guide and subject expert the behavior of employee on Monday morning has been categorized into five segments. An open-ended question is asked to express the behaviour of women entrepreneurs on Monday mornings. These responses were converted into Likert's five-point scale for the purpose of analysis.

C LEAD MODEL

Cisco has identified the women leader's behavior as essential to achieving goals. The C-LEAD model defines what Cisco expects from their women entrepreneurs and what they should expect from each other. The model involves five interdependent themes that constitute the skill set of an effective Cisco leader:

- Collaborate: Working across boundaries, building teams, managing conflict, earning trust, and recognizing good performance;
- Learn: Developing personal skills and coaching others;
- Execute: Solving problems, making decisions, delegating, giving feedback, and demonstrating passion for the work;
- Accelerate: Communicating goals and building capabilities;
- Disrupt: Envisioning opportunities, innovating, taking risks, and leading change.

The researcher has adopted C LEAD model to study the impact of Women Leader's Behavior on TGIM. The five attributes: Collaborate, Learn, Execute, Accelerate and Disrupt are interrelated with the objectives of the study. Therefore, using CLEAD model to study the Women Leader's Behavior is justifiable.

GAPS IN LITERATURE

There is dearth for academic literature on TGIM. There are various studies on Job satisfaction, and Organizational commitment. Based on the available literature the following gaps are identified:

1. There is no strong evidence which shows the relationship between Women Leader's Behavior and TGIM. Existing literature is limited to only some dimensions of leadership styles.
2. TGIM is a new concept and there is scant literature available on the proposed theme. However, literature is available on 'Monday Morning Blues', which is related to TGIM.



Conference Proceedings

3. Little research is available in IT sector on the proposed theme of TGIM. The researcher wants to find out whether TGIM attitude can be helpful in overcoming these glitches.

OBJECTIVES OF THE STUDY

1. To enunciate the various behavior of Women entrepreneurs of IT Sector on Monday Mornings.
2. To investigate whether Women Leader's Behavior is an antecedent to TGIM attitude.
3. To study the Role of Women Leader's Behavior in building TGIM attitude among the Team members.
4. 3000k for web of.

SCOPE OF THE STUDY

The scope of the study is Women entrepreneurs of the Information Technology sector. The study results in studying the behavior of women entrepreneurs of IT sector on Monday Mornings. The relationship between Women Leader's Behavior and Thank God It's Monday attitude is studied which will help to strengthen the interpersonal relations among Leader and subordinate.

HYPOTHESIS

- H1. There is a positive relationship between Women Leader's Behavior and TGIM attitude.
- a. Leader's 'Collaborative' Behavior will have a positive effect on TGIM attitude.
 - b. Leader's 'Learning' Behavior will have a positive effect on TGIM attitude.
 - c. Leader's 'Executive Style' will have a positive effect on TGIM attitude.
 - d. Leader's 'Accelerating ability' will have a positive effect on TGIM attitude.
 - e. Leader's 'Disrupt Behavior' will have a positive effect on TGIM attitude.

Table 1. Proposed scales for the Research

Description	Scales proposed	Justification
Leader Behavior (Managerial Behavior)	Executive C LEAD model	It is tested earlier and it measures the leader behavior from various dimensions (Collaborate, Learn, Execute, Accelerate, Disrupt)
Demographic variables	Designation, Age, Gender Highest Educational Qualification	Describe sample and see if any trend exist among different groups.
Extraneous variables	Total tenure with the current employer	Previous research on engagement assessed these variables. – Saks, 2006, Schaufeli, Bakker, 2004

PROPOSED MODEL FOR THE STUDY

The framework attempts to capture the relationship between the constructs of Women Leader's Behavior and TGIM.

RESEARCH METHODOLOGY

Population: Women entrepreneurs in the Information Technology sector.

Sample design:

Sample frame: Women entrepreneurs of IT sector from Pune & Mumbai

Sampling Technique: Convenient sampling and Snowball technique

Sample size: 142 women intrapreneurs of IT sector

Data collection:

Primary data: Structured Questionnaire (Likert's five-point scale) and one open ended question.

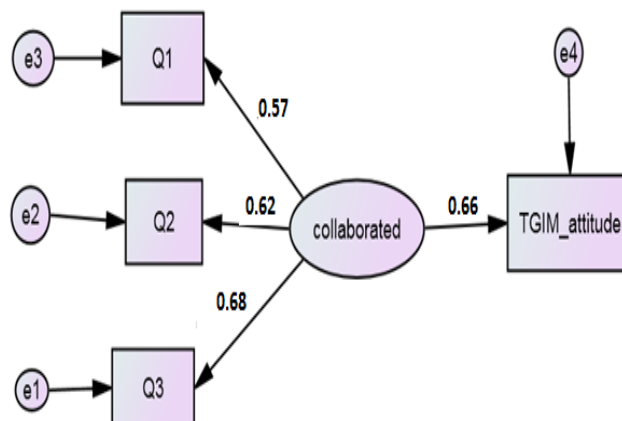
Secondary data: Academic & Practitioner reviews and research reports

Data analysis: Interpretative Phenomenological Analysis and Structural Equation Model

To meet the objectives, hypotheses are tested using statistical tools. Data collected had been first coded and then using AMOS 20 version, empirical evidence is gathered to decide whether to accept or reject the hypotheses.

RESULTS

H1(a): Leader's 'Collaborative' Behavior will have a positive effect on TGIM attitude (Figure 4):



Conference Proceedings

Table 2. Standardized Regression Weights

			Estimate
TGIM_attitude	<---	collaborated	.663

Table 3. Regression Weights

			Estimate	S.E.	C.R.	P
TGIM_attitude	<---	collaborated	1.064	.486	2.188	.029

H1 (b): Leader's 'Learning' Behavior will have a positive effect on TGIM attitude (Figure 5):

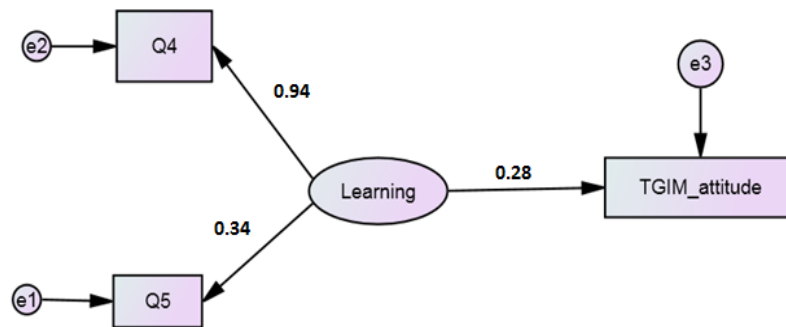


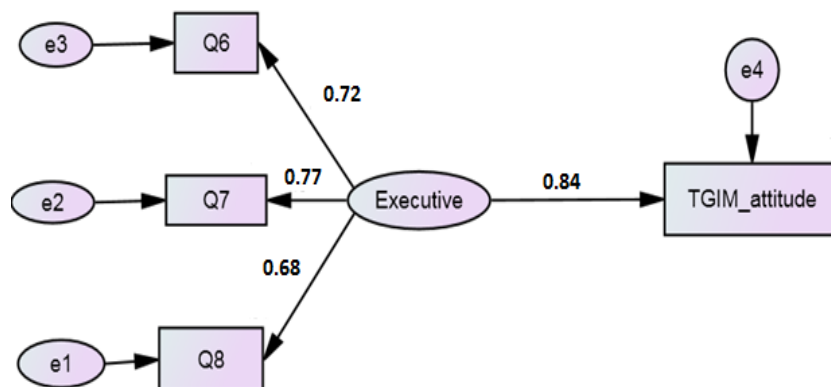
Table 4. Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
TGIM_attitude	<---	Learning	.276

Table 5. Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
TGIM_attitude	<---	Learning	.821	.469	1.752	.080

H 1(c): Leader's 'Executive Style' will have a positive effect on TGIM attitude (Figure 6):



Conference Proceedings

Table 6. Standardized Regression Weights

			Estimate
TGIM_attitude	<---	Executive	.843

Table 7. Regression Weights

			Estimate	S.E.	C.R.	P
TGIM_attitude	<---	Executive	4.638	3.488	1.330	.184

H1(d): Leader's 'Accelerating ability' will have a positive effect on TGIM attitude (Figure 7):

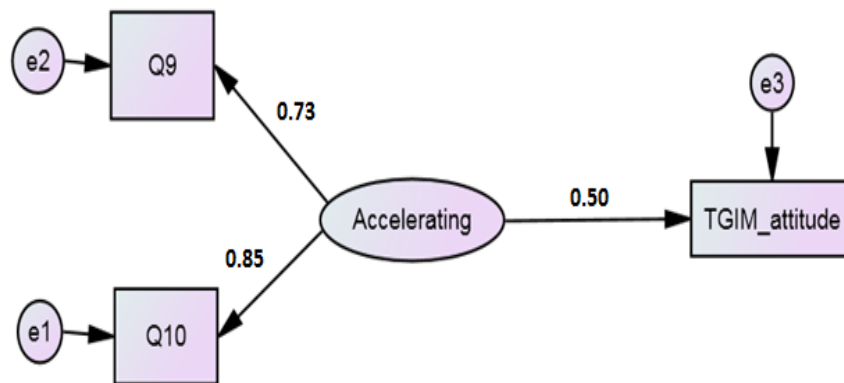


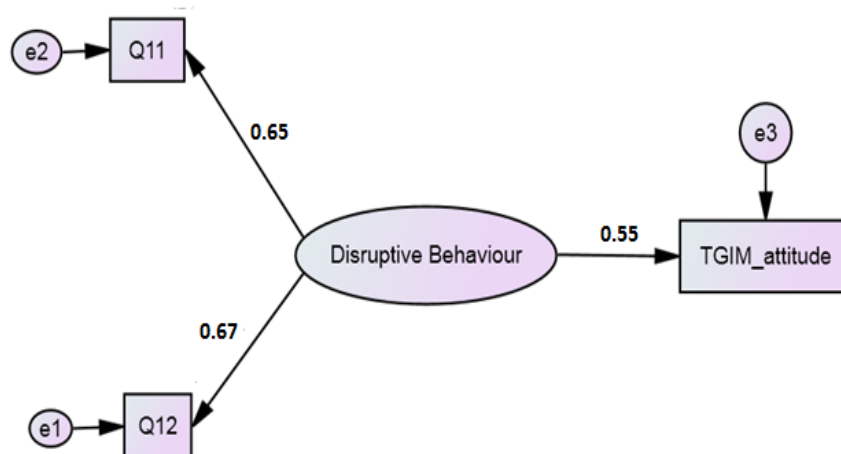
Table 8. Standardized Regression Weights

			Estimate
TGIM_attitude	<---	Accelerating	.495

Table 9. Regression Weights

			Estimate	S.E.	C.R.	P
TGIM_attitude	<---	Accelerating	.556	.261	2.133	.033

H1(e): Leader's 'Disrupt Behavior' will have a positive effect on TGIM attitude (Figure 8):





Conference Proceedings

Table 10. Standardized Regression Weights

			Estimate
TGIM_attitude	<---	Disruptive	.552

Table 11. Regression Weights

			Estimate	S.E.	C.R.	P
TGIM_attitude	<---	Disruptive	.862	.419	2.055	.040

DISCUSSION AND CONCLUSION

H1: There is a positive relationship between Women Leader's Behavior and TGIM attitude (Table 12):

Hypotheses	Description	P value	DECISION Accept/Reject
H1. a	a. Leader's 'Collaborative' Behavior will have a positive effect on TGIM attitude.	.029	Accept
H1. b	b. Leader's 'Learning' Behavior will have a positive effect on TGIM attitude.	.080	Reject
H1. c	c. Leader's 'Executing Style' will have a positive effect on TGIM attitude.	.184	Reject
H1. d	d. Leader's 'Accelerating ability' will have a positive effect on TGIM attitude.	.033	Accept
H1. e	e. Leader's 'Disrupt Behavior' will have a positive effect on TGIM attitude.	.040	Accept

The results of the present study provide empirical support that Women Leader's Behavior will result in TGIM. The first hypothesis postulates a positive relationship between Leader's Collaborative Behavior and TGIM. The results of the data analysis supported the stated hypothesis. Hence this hypothesis is accepted. Efforts should be on improving and creating an environment where Collaborative Behavior of the Leader is promoted. The second hypothesis states that there is a positive relationship between Leader's Learning Behavior and TGIM. But the results do not support the hypothesis. Therefore, it is concluded that the Leader's Learning ability in developing self as well as others do not affect the TGIM attitude on part of the women entrepreneurs. Henceforth this hypothesis is rejected.

The researcher comes with an assumption that there is a positive relationship between Leader's Executing style and TGIM in the third hypothesis. Leader's passion in demonstrating, empowering teams and his focus on achieving results are taken as antecedents in building TGIM attitude. The results confirmed that the Leader's Executing style will not affect TGIM on part of the women entrepreneurs. Hence this hypothesis is rejected. The fourth hypothesis postulates that there is a positive relationship between Leader's Accelerating ability and TGIM. Leader's ability in shaping the strategy and capacity building is assessed. The results confirmed that ability to shape the strategy and capacity building will positively impact TGIM attitude.

In the fifth hypothesis, the researcher made an attempt to find the relationship between the Disruptive behavior of the Leader in building TGIM attitude. Leader's focus on promoting innovation and leading



Conference Proceedings

change are taken as the two parameters to assess his Disruptive Behavior. The results confirmed that Leader's Disruptive Behavior will positively impact TGIM attitude.

The results concluded that Leader's Collaborative, Accelerating and Disruptive Behavior will help in building TGIM attitude at the workplace. In this highly volatile environment it is the women entrepreneurs' who can bring a difference at the work place. Human resources are the only factor which appreciates in value in the course of time. Women entrepreneurs who exhibit TGIM are emotionally attached to work and possess conceptual skills along with technical and managerial skills.

IMPLICATION OF THE STUDY

The implications of the study are multifaceted and hold significant promise for the literature on Thank God its Monday and women entrepreneurs. Firstly, the findings can assist policymakers in designing effective strategies and practices that foster a positive "Thank God It's Monday" (TGIM) culture. This culture promotes enthusiasm and positivity at the start of the workweek, which can lead to increased productivity and job satisfaction. Additionally, HR practitioners and consultants can gain valuable insights into the role of women leaders' behaviour in building a TGIM culture. By understanding these dynamics, they can develop targeted training and leadership programs that empower women and enhance their contributions to the workplace. This can lead to better interpersonal relations among employees, as a TGIM culture encourages collaboration, mutual respect, and effective communication.

The study also addresses the issue of job hopping, a significant concern in the IT sector. By fostering a TGIM culture, organizations can increase employee engagement and loyalty, thereby reducing turnover rates. This culture can make employees feel more connected and motivated, reducing their desire to seek opportunities elsewhere. Moreover, the study highlights the importance of designing Women's Entrepreneurship Development Programs with a focus on encouraging collaborative, accelerating, and disruptive behaviours among women entrepreneurs. These programs can help women develop the skills and mindset needed to drive innovation and growth in the sector. Workplace issues such as absenteeism, turnover, and other behaviour-related problems can also be mitigated by promoting a TGIM culture. When employees look forward to coming to work, they are less likely to miss work or leave the organization. This leads to a more stable and productive workforce. Finally, understanding the importance of a TGIM culture can help organizations leverage the high potential of talented women entrepreneurs. By creating an environment that values and supports their contributions, organizations can tap into a rich pool of talent, driving innovation and competitive advantage in the IT sector. Overall, the study underscores the need for a supportive and engaging workplace culture to enhance productivity, reduce turnover, and promote the success of women in leadership and entrepreneurial roles.

LIMITATIONS AND SCOPE FOR FURTHER RESEARCH

The researcher has made an attempt to investigate the impact of Women Leader's Behavior in building TGIM attitude with respect to women entrepreneurs of select IT firms. The sample is drawn from Hyderabad, which is major hub for IT sector. Generalization of the results may not be applicable to whole of Indian IT sector. The sample size is 142, which consists of nominal population in the IT sector. It is recommended that further longitudinal studies need to be conducted and the sample size may be raised. The study is done exclusively in service sector and the researcher opines that there is a huge



Conference Proceedings

potential for such studies in the manufacturing sector. New domains of research need to be explored which are interrelated with Women Leader's Behavior and Thank God It's Monday.

REFERENCES

- Bhatnagar, J. (2007). Talent management strategy of employee engagement of Indian ITES women entrepreneurs: Key to retention. *Employee Relations*, 29(6), 640-663.
- Bhatnagar, J., Sharma, A. (2009). Organizational commitment and performance in an Indian context. (Eds.) (2009). *The changing face of people management in India*. Routledge, London.
- Cecily Cooper. Elucidating the bonds of workplace humor: A relational process model
- Employee Commitment Remains Unchanged.... Watson Wyatt Worldwide. 2002. <http://www.watsonwyatt.com/research/resrender.asp?id=W-557&page=6>.
- Franckenberg, S., Sieberth, T., Fliss, B., Ebert, L., Thali, M. J., Dobay, A. (2022). Thank God it's Friday? – Correlation of the beginning and end of the week in general and Christmas holidays in particular with manner of death. *Rechtsmedizin*, 32(3), 179-183.
- Grazian, D. (2020). Thank God it's Monday: Manhattan coworking spaces in the new economy. *Theory and Society*, 49, pp. 991–1019.
- Harter, J. K., Schmidt, F. L., Keyes, C.L.M. (2003). Well-Being in the Workplace and its Relationships to Business Outcomes. In C. L. M. Keyes, J. Haidt (Eds.), *Flourishing: Positive psychology and the life well-lived* (pp. 205–224).
- Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
- Kahn, W.A. (1992). To be fully there: Psychological presence at work. *Human Relations*, 45(4), 321-349.
- Kotter, J. P. (1973). The psychological contract: Managing the joining-up process. *California Management Review*, 15, pp. 91-99.
- Nordhall, O., Kaur, R., Törnblom, L., Knez, I. (2024). Female managers' organizational leadership during telework: experiences of job demands, control and support. *Frontiers in Psychology*, 15, 1335749.
- Schaufeli, W.B., Bakker, A.B. (2004) Job demands, job resources, and their relationship with burnout and engagement: a multi-sample stud. *Journal of Organizational Behavior*, Vol 25, pp. 293-315.
- Schaufeli, W. B., Salanova, M., Gonzalez-Roma, V., Bakker, A.B. (2002). The measurement of engagement and burnout: A confirmative analytic approach. *Journal of Happiness Studies*, 3, pp. 71–92.
- Shaw, K. (2005). An engagement strategy process for communicators. *Strategic Communication Management*, 983), 26-29.
- Wilson, F. (2004). *Organisational Behaviour and Work: A Critical Introduction*. 2nd ed. Oxford, Oxford University Press.