

BIBLIOGRAPHY

- Albrecht, S. L., Green, C. R., & Marty, A. (2021). Meaningful work, job resources, and employee engagement. *Sustainability*, *13*(7), 4045. <https://doi.org/10.3390/su13074045>
- Anik, M. A. H., & Habib, M. A. (2025). Understanding Employee Preferences towards Flexible Work Arrangements for the COVID-19 Post-Pandemic Period. *Transportation Research Procedia*, *82*, 1783–1795. <https://doi.org/10.1016/j.trpro.2024.12.155>
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources Model: State of the Art. *Journal of managerial psychology*, *22*(3), 309-328.
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2022). Job Demands–Resources Theory: Ten years later. *Annual Review of Organizational Psychology and Organizational Behavior*, *10*(1), 25–53. <https://doi.org/10.1146/annurev-orgpsych-120920-053933>
- Barghiel, N. (2024, June 8). Why studies show burnout is getting worse: ‘Employees are exhausted’ *Global News*. <https://globalnews.ca/news/10550099/canadian-workplace-burnout-survey/>
- Becoming irresistible: A new model for employee engagement*. (n.d.). Deloitte Insights. <https://www2.deloitte.com/us/en/insights/deloitte-review/issue-16/employee-engagement-strategies.html>
- Berry, L. L., Mirabito, A. M., & Baun, W. B. (2010). What’s the Hard Return on Employee Wellness Programs? *Harvard Business Review*. <https://www.blumantra.com/wp-content/uploads/2015/09/HBR-ROI.pdf>



Celestin, M., & Vanitha, N. (2023). FROM BURNOUT TO BALANCE: RETHINKING EMPLOYEE WELL-BEING IN A POST-PANDEMIC WORLD. *11th European International Conference on Multidisciplinary Research*, 114–122.

De Hoop, H., Levshina, N., & Segers, M. (2023). The effect of the use of T or V pronouns in Dutch HR communication. *Journal of Pragmatics*, 203, 96–109. <https://doi.org/10.1016/j.pragma.2022.11.017>

De Smet, A., Dowling, B., Mugayar-Baldocchi, M., & Schaninger, B. (2021, September 8). 'Great Attrition' or 'Great Attraction'? *The choice is yours*. McKinsey & Company. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/great-attrition-or-great-attraction-the-choice-is-yours>

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied psychology*, 86(3), 499.

Duboust, O. (2024, November 27). Nearly 40% of European workers are at higher risk of poor mental health, according to new survey. *Euronews*. <https://www.euronews.com/health/2024/11/27/nearly-40-of-european-workers-are-at-higher-risk-of-poor-mental-health-according-to-new-su>

Employee Engagement Models - 7 Key Frameworks & Theories. (2024, July 18). <https://www.performyard.com/articles/employee-engagement-models>

Engaging the workforce. (2016). Deloitte. <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/human-capital/us-cons-engaging-the-workforce.pdf>

Gadomska-Lila, K., & Rogozińska-Pawełczyk, A. (2021). The Role of Pro-Innovative HR Practices and Psychological Contract in Shaping Employee

Commitment and Satisfaction: A Case from the Energy Industry. *Energies*, 15(1), 255. <https://doi.org/10.3390/en15010255>

Guest, G., Bunce, A., & Johnson, L. (2006). How Many Interviews Are Enough? An Experiment with Data Saturation and Variability. *Field Methods*, 18(1), 59-82. <https://doi.org/10.1177/1525822X05279903>

Half of Workers Around the World Are Struggling with Burnout. (n.d.). BCG Global. <https://www.bcg.com/press/11june2024-half-of-workers-around-the-world-struggling-with-burnout>

HCM Cloud Customer Success Stories. (n.d.). Oracle. <https://www.oracle.com/human-capital-management/customers/>

HERE Technologies. (n.d.). *HERE | about us*. HERE. <https://www.here.com/company/about-us>

How to improve employee engagement in the workplace. (n.d.) Gallup. <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx#:~:text=This%20is%20what%20drives%20employee,the%20variance%20in%20team%20engagement.>

Is there still value in the role of managers? (2025, March 24). Deloitte Insights. <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2025/future-of-the-middle-manager.html>

Jehanzeb, K., & Bashir, N. A. (2013). Training and Development Program and Its Benefits to Employee and Organization: A Conceptual Study. *European Journal of Business and Management*, 5(2), 243–252. https://www.researchgate.net/publication/274703936_Training_and_Development_Program_and_Its_Benefits_to_Employee_and_Organization_An_Conceptual_Study



- Kahn, W. (1990). Psychological conditions of personal engagement and disengagement at work. In *Academy of Management Journal, Academy of Management Journal* (Vols. 33–33, Issue 4, pp. 692–724). Retrieved from <https://cygnetinstitute.org/wp-content/uploads/2021/02/William-Kahn-Employee-Engagement.pdf>
- Komm, A., Pollner, F., Schaninger, B., & Sikka, S. (2021, March 12). *The new possible: How HR can help build the organization of the future*. McKinsey & Company. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-new-possible-how-hr-can-help-build-the-organization-of-the-future>
- Lysova, E. I., Allan, B.A., Dik, B.J., Duffy, R.D., & Steger, M.F. (2019). Fostering meaningful work in organizations: A multi-level review and integration. *Journal of Vocational Behavior*, 110, 374–389. <https://doi.org/10.1016/j.jvb.2018.07.004>
- Lysova, E. I., Fletcher, L., & El Baroudi, S. (2023, July 12). *What Makes Work Meaningful?* Harvard Business Review. <https://hbr.org/2023/07/what-makes-work-meaningful>
- Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93, 498–512.
- Matuga, L. M., & Bula, H. (2021). Human Resource Management Initiatives and Employee Retention at Kenya Airways–Kenya. *International Journal of Advanced Research and Review*, 6(3), 11–29. https://www.researchgate.net/publication/355408320_International_Journal_of_Advanced_Research_and_Review_HUMAN_RESOURCE_MANAGEMENT_INITIATIVES_AND_EMPLOYEE_RETENTION_AT_KENYA_AIRWAYS_-KENYA
- Molnar, A. (2023, March 17). *PNP Modern Search - The Ultimate Guide - Search explained*. Search Explained. <https://searchexplained.com/pnp-modern-search/>

- Okatta, C. G., Ajayi, F. A., & Olawale, O. (2024). Enhancing Organizational Performance Through Diversity and Inclusion Initiatives: A Meta-analysis. *International Journal of Applied Research in Social Sciences*, 6(4), 734–758. <https://doi.org/10.51594/ijarss.v6i4.1065>
- Oracle. (2021). *Welcome to Oracle Knowledge Management*. <https://www.oracle.com/webfolder/s/quick tours/cx/pt-cx-knowledge-mgmt/index.html>
- Patterson, J. (2023, June 13). *Creating A Culture of Training and Development in The Workplace*. Forbes. <https://www.forbes.com/councils/forbeshumanresourcescouncil/2023/06/13/creating-a-culture-of-training-and-development-in-the-workplace/>
- Peters, S. E., Dennerlein, J. T., Wagner, G. R., & Sorensen, G. (2022). Work and worker health in the post-pandemic world: a public health perspective. *The Lancet Public Health*, 7(2), 188–194. [https://www.thelancet.com/journals/lanpub/article/PIIS2468-2667\(21\)00259-0/fulltext](https://www.thelancet.com/journals/lanpub/article/PIIS2468-2667(21)00259-0/fulltext)
- Products Overview*. (n.d.). HERE. <https://www.here.com/products>
- Raj, A. B., & Goute, A. K. (2025). Internal branding and technostress among employees - the mediation role of employee wellbeing and moderating effects of digital internal communication. *Acta Psychologica*, 255. <https://doi.org/10.1016/j.actpsy.2025.104943>
- Rebecca, C., Sabina, P., Matei, T., Sima, D., & Küçün, N. T. (2024). Mental health of employees and internal communication in corporations. An eye tracker approach. *Procedia Computer Science*, 242, 1024–1032. <https://doi.org/10.1016/j.procs.2024.08.212>
- Robinson, B. (2025, February 8). *Job burnout at 66% in 2025, new study shows*. Forbes.

<https://www.forbes.com/sites/bryanrobinson/2025/02/08/job-burnout-at-66-in-2025-new-study-shows/>

Sabesan, S., & Vasanth, M. a. S. (2023). Preserving Employees' Well-Being: an organization's Post-Pandemic imperative. In *Apple Academic Press eBooks* (pp. 153–175). <https://doi.org/10.1201/9781003314844-10>

Saks, A. M. (2022). Caring human resources management and employee engagement. *Human Resource Management Review*, 32(3), 100835. <https://doi.org/10.1016/j.hrmr.2021.100835>

Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement? *Human Resource Development Quarterly*, 25(2), 155–182. <https://doi.org/10.1002/hrdq.21187>

Schaufeli, W. B., & Bakker, A. B. (n.d.). *Defining and measuring work engagement: Bringing clarity to the concept* (pp. 10–12). <https://www.wilmarschaufeli.nl/publications/Schaufeli/326.pdf>

STADA. (2022). *Living under a shadow: Is Europe on the brink of a mental health crisis?* https://www.stada.com/media/7208/stada-health-report_factsheet_mental-health.pdf

Thanh, P. T., & Ha, N. T. (2023). Linking training and development to employees' attitudes and behaviors: the mediating role of engagement. *European Journal of Training and Development*, 48(3/4), 357–374. <https://doi.org/10.1108/ejtd-10-2022-0105>

The hidden costs of quiet quitting, quantified. (2024, February 28). McKinsey & Company.

<https://www.mckinsey.com/uk/our-insights/the-mckinsey-uk-blog/the-hidden-costs-of-quiet-quitting-quantified>



Tkalac Verčič, A., Galić, Z., & Žnidar, K. (2021). The Relationship of Internal Communication Satisfaction With Employee Engagement and Employer Attractiveness: Testing the Joint Mediating Effect of the Social Exchange Quality Indicators. *International Journal of Business Communication*, 60(4), 1313-1340. <https://doi.org/10.1177/23294884211053839> (Original work published 2023)

Two thousand twenty-five Global Human Capital Trends. (2025). Deloitte. <https://www.deloitte.com/dk/en/services/consulting/perspectives/2025-global-human-capital-trends.html>

Wang, Y., Kim, S., Rafferty, A., & Sanders, K. (2019). Employee perceptions of HR practices: A critical review and future directions. *The International Journal of Human Resource Management*, 31(1), 128–173. <https://doi.org/10.1080/09585192.2019.1674360>

Werner, S. & Balkin, D. B. (2021). Strategic Benefits: How Employee Benefits Can Create a Sustainable Competitive Edge. *The Journal of Total Rewards*. https://www.researchgate.net/publication/351117557_Strategic_Benefits_How_Employee_Benefits_Can_Create_a_Sustainable_Competitive_Edge

WorkVivo. (2024). *Billboards*. <https://support.workvivo.com/hc/en-gb/articles/6262736152477-Billboards>