

Employee Engagement Practices- A Study On Select Service Sectors In Telangana

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By

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Date: 30-12-2015.

Place: Hyderabad

DECLARATION

I hereby declare that the research embodied in the present thesis entitled, “Employee Engagement Practices- A study on select service sectors in Telangana” has been carried out by me and is an original research work under the supervision of Prof. P. Jyothi, School of Management Studies, University of Hyderabad in partial fulfilment of the requirement for the award of the degree of Doctor of Philosophy in Management.

I declare to the best of my knowledge that this thesis or a part thereof has not been earlier submitted for the award of degree at any another University or Institute.

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CERTIFICATE

This is to certify that the research work embodied in the present thesis entitled as “Employee Engagement Practices- A study on select service sectors in Telangana” has been carried out by **G. Janaki Sharmila (Reg. No. 04MBPHO1)** under my supervision, for the full period prescribed under Ph. D. ordinances of the University of Hyderabad.

I hereby declare that to the best of my knowledge that no part of this thesis has been submitted earlier for the award of Degree at any other university or institute.

Dean
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Supervisor
(Prof. P. Jyothi)

Dedicated to

My Father, G. Dhanaraju
&
My Husband, V. Ratnaraju

who has been my inspiration.

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Employee Engagement Practices- A study on select service sectors in Telangana

Abstract

Currently organisations are striving to achieve more with less, move faster and at the same time focusses on improving the quality and customer service without increasing costs. It's because they have understood that strong brands, state-of-the-art technology, new products and new markets, will not alone bring in the difference. Rather organisations have realised that they also need to motivate their employees to go an extra mile and feel passionate about the growth of their organization. The organizations have understood that they need to motivate employees to exert maximum effort, deploy maximum intelligence, and also to apply maximum creativity in their work which would benefit the organization as a whole. Summing up, many organizations have now realized that engaged employees are a powerful source of competitive advantage.

The present study is aimed at identifying the determinants of employee engagement practices across various sectors. This would lead to new strategic implementation so as to bring in more of employee engagement. The study was conducted among IT, Telecom and Banking sector in Telangana region. The number of respondents were 403, all the sectors combined. There were also 12 Managers who were interviewed so as to understand their perspective of employee engagement practices. The findings provide us with a new insight into the employee management practices across industries.

CHAPTERISATION OF THESIS

The research work is presented in seven chapters which are as follows: Introduction, Literature review, Methodology, Results and Discussions, Conclusions and Recommendations.

Chapter 1: Introduction, meaning and definition of Employee Engagement practices, Evolution, Fundamental nature of engagement, dimensions of employee engagement, Importance of employee engagement in Today's scenario, Employee engagement process, Measuring Employee Engagement, aspects of employee engagement, categories of employee engagement, key business outcomes, factors leading to employee engagement.

Chapter 2: Review of literature which presents findings of the various researchers under sub-headings. Keeping in line the objectives of the present study, the review of current literature in Employee Engagement practices.

Chapter 3: Research Methodology

Chapter 4: Data analysis and Interpretations

Chapter 5: Findings and Recommendations

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ABBRIEVATIONS

HRM	Human Resources Management
SET	Social exchange theory
TELECOM	Telecommunications
IT	Information Technology
ITES	Information technology enabled services
BSNL	Bharath sanchar nigam limited
MTNL	The Mahanagar Telephone Nigam Limited
BPO	Business process outsourcing
IAMAI	Internet and Mobile Association of India
GDP	Gross Domestic Product
DOT	Department of Telecom
RBI	Reserve Bank of India
ATM	Automated Teller Machine
UK	United Kingdom
US	United States of America
UDI	Unique Identification
AVM	Alignment with Vision and Mission
BIH	Basic Infrastructure and Hygiene
WLB	Work Life Balance
RJF	Role and Job Fit

IC	Internal Communication
MM	Manager
TWC	Team Work Culture
TD	Talent Development
LQ	Leadership Qualities
EWB	Employee Well Being
APS	Average Performance Score
EES	Employee Engagement Score

CHAPTER - 1

INTRODUCTION

INTRODUCTION

1.1. EMPLOYEE ENGAGEMENT

Employee engagement,

- “Is a workplace approach designed to ensure that employees are committed to their organization’s goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being”.
- “Is employees’ willingness and ability to help their organization succeed, largely by providing discretionary effort on a sustainable basis”-Perrin’s Global Workforce Study.
- “Is an employees’ emotional attachment and commitment towards work and organization”-Dernovsek.
- “Is a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization”- Robinson et al.

Employee engagement is a complex equation which reflects each person’s unique characteristic and his/her relationship with work. The meaning of the term varies from organization to organization. Some relate it with job satisfaction, some by measuring employee’s Emotional commitment to their organization, yet to arrive at, but a conclusive nature and definition of the same.

In a way, employee engagement is defined as aligning employees’ values, goals, and aspirations with those of the organization so as to achieve both goals hand in hand. Employee engagement is a combination of all the approaches implemented in an organization, to make sure the employees are motivated and focussed on contributing a lot towards the organizational goals, so that growth takes place in both ways.

Cognitive (intellectual) and emotional are the two dimensions of employee engagement. If the employees are firmly aware of their job requirements and role expectations it is called Cognitive engagement. If the employees receive feedback and provided with opportunities for social interactions with colleagues, which makes them connected to the system, it is called emotional engagement.

During Industrial Revolution which focussed mainly on mass production, the whole world believed that technology is the backbone of a successful organization. Later, the thought changed and it was believed that skilled Human resource is much more important than machinery. The importance for Human Resource Management started all over from there and the focus shifted from machines to men. But even after having employed thousands of skilled men, organizations failed to make a mark, just because they failed to check if the employees are really motivated to carry out the work expected out of them. Now the organizations have started to realise that employing manpower in huge numbers is not alone going to increase the profitability, but they have to be engaged effectively so as to improve their contribution towards organizational goals.

Organizational Culture includes the concept of employee engagement, and is also found to be the most important factor by most organizations across India, but is yet to be realized completely and acted upon. Certain parameters like, inadequate brand recognition, perception pay packages, inappropriate supervision, etc. have an impact on the motivational levels of an employee. Though these issues can be easily addressed and resolved. For example a manager who is not performing can be wither trained or replaced.

If the brand perception of the employees, is the main issue an effective internal branding can be planned to improve the perception. Similarly, if pay package is the reason for their dissatisfaction, required pay revision and reliable job evaluation processes can be implemented. But, it becomes necessary to bring in strong decisions and strategic implementation if there exists a problem in the organizational culture.

We know that Organizational Culture is an intangible parameter which can only be experienced, and only its effects can be realised in tangible form. Though some opine that it's a hypothetical statement, many successful organizations have credited their success to their success to their organizational culture.

The culture of any organization is not something that is related only to certain personnel like senior managers and managers, but it is a value which touches every employee of the organization. Some organizations deliberately bring in interventions to facilitate and build a desired culture while some organizations let their culture shape up automatically, without any deliberate interventions! The culture of an organization is common for all the employees and it has to be shared and practiced by everyone, in the organization.

Lack of positive organizational culture in an organization has been identified to be the major reason for failure of big organizations. It is also observed that positive and healthy culture has always been a binding strength which pulls the organization through difficult times! Therefore, it is one of the most important tools that the top-level management of every organization should consider, so as to ensure a high level of employee engagement, which in turn brings in high levels of productivity and performance.

Culture is the cumulative of all the behaviours and practices that are encouraged and accepted in an organization. It includes how various decisions, irrespective of size, are made within the organization. It also includes how daily tasks and activities are carried out, and are implemented by all employees.

The founder of the business lays down his expectations, when the organization is set up initially, and these norms are expected to be followed by the employees, of the organization. These norms would be influence the overall process of the organization which includes hiring decisions and organizational policies. As the organization develops, the organizational culture gets influenced and changes, based on the aspirations, expectations, beliefs and values of employees who become an inherent part of the organization.

Currently organisations are striving to achieve more with less, move faster and at the same time focusses on improving the quality and customer service without increasing costs. It's because they have understood that strong brands, state-of-the-art technology, new products and new markets, will not alone bring in the difference. Rather organisations have realised that they also need to motivate their employees to go an extra mile and feel passionate about the growth of their organization. The organizations have understood that they need to motivate employees to exert maximum effort, deploy maximum intelligence, and also to apply maximum creativity in their work which would benefit the organization as a whole. Summing up, many organizations have now realized that engaged employees are a powerful source of competitive advantage.

The need of the present study is primarily to understand the role of various determinants of employee engagement, and also to identify the factors which influence more in engaging employees than the others. An employee who is willing to put discretionary effort, above and beyond what is considered adequate, into his work in any form namely time, brainpower, energy etc., is termed as an engaged employee. An engaged employee is always committed towards his job. They carry out any

given task with energy and enthusiasm. They bring in fresh ideas, motivate their teams with their own engagement ideas. They are less likely to change jobs. They believe in the mission of their organization and demonstrate this belief through their actions and attitudes.

1.2. EVOLUTION OF EMPLOYEE ENGAGEMENT

Employee engagement has evolved as a concept in the year 1996, and it has brought in various dimensions of employee engagement since then. For conceptual clarity, it is presented as waves or periods below.

Table 1 showing the Evolution of Employee Engagement:

Stages	Authors	Dimensions of engagement	Excerpts from Definitions
Pre-wave	Katz and Kahn (1966)	Engagement in general	“[...] engage in occasional innovative and cooperative behaviour beyond the requirements of the role but in the service of organizational objectives” (p. 388)
Wave 1	Kahn (1990 1992)	Personal engagement	“[...] the harnessing of organizational members’ selves to their work roles; in engagement people employ and express themselves physically cognitively and emotionally during role performance” (Kahn (1990) Argued that “three psychological conditions are necessary for engagement: meaningfulness; safety; and availability”.
	Buckingham and Coffman (1999)	Employee engagement	“An employee who could answer yes to all 12 questions on Gallup’s questionnaire”
Wave 2 (2000- 2005)	Maslach et al. (2001)	Job burnout/job engagement	“[...] engagement is characterized by energy involvement and efficacy – the direct opposites of the three burnout dimensions” (exhaustion cynicism and ineffectiveness) (p. 416)

	Luthans and Peterson (2002)	Employee engagement	Use Kahn's (1990) definition
	Harter et al. (2002)	Employee engagement	Kahn's (1990) conceptualization along with Workplace Audit approach by Gallup
	Schaufeli et al. (2002) Bakker (2004)	Job engagement	"[...] a positive fulfilling work-related state of mind that is characterized by vigour dedication and absorption" (p. 74)
	May et al. (2004)	Work and employee engagement	Empirically test Kahn's (1990) conception
	Hewitt Associates LLC (2004)	Employee engagement	"[...] the state in which individuals are emotionally and intellectually committed to the organization or group, as measured by three primary behaviours: Say – The employee consistently speaks positively about the organization to co-workers and refers potential employees and customers; Stay – The employee has an intense desire to be a member of the organization, despite opportunities to work elsewhere; and, Strive – The employee exerts extra effort and exhibits behaviours that contribute to business success" (p. 2)

Wave 3 (2006-2010)	Saks (2006)	Employee engagement Job engagement Organisation engagement	Uses Kahn's (1990) definition and develops the construct to include job engagement and organisation engagement
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	Robinson et al. (2004)	Employee engagement	“[...] a positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee”
	Truss et al. (2006)	Employee engagement	Used Kahn’s (1990) definition, and broadly as operationalised by May et al. (2004)
	Fleming and Asplund (2007)	Employee engagement	“The ability to capture the heads, hearts, and souls of your employees to instil an intrinsic desire and passion for excellence” (p. 2)
	“Macey and Schneider (2008a)	Employee engagement	“[...] a complex nomological network encompassing trait, state, and behavioural constructs, as well as the work and organizational conditions that might facilitate state and behavioural engagement” (pp. 23-4)
	Schaufeli and Bakker (2010)	Work engagement	“[...] work engagement is the psychological state that accompanies the behavioural investment of personal energy. (p. 22). Position work engagement as a mediating variable in their job demands and resources model of work motivation and engagement”

	Albrecht (2010)	Employee engagement	“[...] employee engagement is a positive work-related psychological state characterized by a genuine willingness to contribute to organizational success”
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1.2.1. PRE-WAVE

The pre-wave era which is characterised by recognition of pre-requisites for employees to keep them engaged in their work and organisations. For example, Katz and Kahn (1966) discuss employee behaviours which is required to achieve organisational effectiveness, including “to engage in occasional innovative and cooperative behaviour beyond the requirements of the role but in the service of organizational objectives.” Well, the term employee engagement was not used then but their work recognised the need for employee engagement and its links to organisational effectiveness.

1.2.2. WAVE 1 (1990-1999)

In 1990, began early ripples of scientific work on employee engagement and the decade closes with more practitioners showed interest in this area. The wave began in 1990, with Kahn’s academic work on personal engagement. He is known to be the academic parent of the employee engagement movement, as all his work has been influential in making other practitioners to come out with new dimensions. Though he did not use that term employee engagement specifically and his qualitative research is more concerned with personal engagement. Kahn defined personal work engagement as “the harnessing of organizational members’ themselves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance.” He furthermore argues that “three psychological engagement conditions are necessary for an employee to bring themselves into their work role performance. These determinants are, meaningfulness (work elements), safety (social elements, including management style, process and organisational norms) and availability (individual distractions)”.

The decade is characterised by the beginnings of practitioners' interest and the term employee engagement came into use. The term employee engagement is coined by consultancy firm Gallup in 1999 (Endres and Mancheno-Smoak, 2008; Schaufeli and Bakker, 2010). Gallup's Buckingham and Coffman (1999) used the term employee engagement in their business book which stated that "engaged employees drive more of customer loyalty and also that the right people in the right roles with the right managers drive employee engagement" (p. 248). It is described that a brief mention of employee engagement in this book has caused an overnight sensation amongst business people (Shuck and Wollard, 2010). Business interest in this concept of employee engagement opened up demand for and employee engagement consultancy services. Buckingham and Coffman (1999) defined "a fully engaged employee as one who could answer yes to all twelve questions on Gallup's workplace questionnaire".

1.2.3. WAVE 2 (2000-2005)

In the first half of the 2000s, the next set of work on employee engagement sprung up and this is called as the second wave of the evolution of the concept. This wave surged with works on employee engagement by the practitioners as well as the academicians. Many Consultancy firms brought in a link between high engagement and high business performance (Hewitt Associates LLC, 2004). Gallup's questionnaire is referred to as, by two terms, namely the Gallup Workplace Audit (GWA) as put forth by Harter et al., (2002) and also the Q12 employee engagement questionnaire as put forth by Harter and Schmidt, (2008). Initially the Gallup questionnaire had a twelve-item measure of employee perceptions of work characteristics, as given by Harter, which had an additional question on the overall satisfaction with the organisation as a place to work. Later, Harter et al. (2003) refer to the GWA/Q12 questionnaire, as a measure of a range of components which together can be called employee engagement. Employee engagement is defined as a combination of cognitive and emotional variables in the workplace. This leaves out Kahn's (1990) behavioural element represented by his physical engagement component. Consultants, Hewitt Associates LLC (2004) measured employee engagement with an 18-item scale and defined it as: "the state in which individuals are emotionally and intellectually committed to the organization or group, as measured by three primary behaviours: Say, stay and strive. Hewitt Associates emphasise the role of engagement in business success and point to the need to allocate resources to improve engagement levels and motivate talent to continually excel". This aspect of engagement focuses mainly on behaviour and it seems to be aligned with Kahn's (1990) work on physical dimension of engagement.

The most important scientific development in this wave, was the emergence of a positive psychology movement that switched its focus from consequences of negative attitudes towards work like job burnout, to positive aspects like employee engagement. This initiated the appearance of academic work on engagement during this period (Maslach et al., 2001). An Empirical work by Luthans and Peterson (2002) used Kahn's very own definition of engagement and arrived at a conceptual fit between Gallup's GWA and Kahn's dimensions of engagement, which was qualitatively derived by him. This led to establishment of a theoretical grounding for employee engagement and also paved way to operationalise and measure it through the GWA. Qualitative model laid down by Kahn was tested by May et al. (2004) and supported Kahn's view that "the psychological conditions of meaningfulness, safety and availability are positively related to engagement".

As all the practitioners were adhering themselves to Kahn's definition of employee engagement, there was another influential definition originated from Schaufeli and Bakker (2004). They consider engagement in the context of organisational behaviour and defined it as: "a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption". These two definitions on employee engagement arguably share a common focus on the manifestations of engagement. They being 1) cognitive – absorption, 2) emotional – dedication and, 3) physical – vigour.

Professional bodies started showing interest in the area of engagement and that constitute the Wave 2. Based on research on employee engagement conducted by Robinson et al., (2004) in UK, The Institute for Employment Studies published a report. The report was generated by conducting a research with human resources professionals in 40 organisations. Robinson (2004) defines the concept of employee engagement "as a positive employee attitude towards the organisation and its values, involving awareness of business context, and work to improve job and organisational effectiveness". Harter et al.'s (2002) stresses the two-way nature of employee engagement, and emphasises that: "the organisation must work to develop and nurture engagement".

1.2.4. WAVE 3 (2006-2010)

The third wave which was evident in the second half of the decade, witnessed a surge of academic interest which started off with the publication of two handbooks in 2010. In the forefront of the third wave of employee engagement, Saks (2006) considers the concept of employee engagement had its presence felt more in practitioner literature than academic literature. He also refers to Kahn's (1990) definition, and agrees with Kahn's view of employee engagement that consisted cognitive, emotional, and behavioural components. He also noted that engagement appears in the job burnout literature put forth by Maslach et al., (2001) as the positive antithesis to burnout. Saks further extended the employee engagement concept to include both job engagement and organisation engagement. Saks's work became significant because it tackles the question of the status. All the way through he worked towards addressing the fear that the concept of employee engagement was just a buzzword than a serious construct. He further provides a convincing argument that positions engagement as a scientific concept. By doing this, he removed the impediments to scholarly work. He endorsed the construct, and recognised the surprising dearth of academic work on it, which in turn inspired subsequent scientific endeavours. The concept of Consultancy usage evolved in this period with the Gallup Organization's definition of employee engagement (Fleming and Asplund, 2007, p. 2) presented as "the ability to capture the heads, hearts, and souls of your employees to instil an intrinsic desire and passion for excellence." This further adds a spiritual element to Gallup's already established cognitive and emotional aspects of engagement. The Chartered Institute of Personnel and Development (CIPD, 2006) brought out a survey report entitled "How Engaged are British employees?", which was supported by a complete research report produced by a team of academics (Truss et al., 2006). Thus Professional body work on employee engagement is evident in this wave. This research refers to academic theory put forth by Kahn, (1990), Luthans and Peterson, (2002) and it also summarises understanding of employee engagement as a psychological state, a "passion for work". They identify their work with Kahn's (1990) three dimensions of employee engagement namely, emotional engagement, "being very involved emotionally with one's work"; cognitive engagement, "focusing very hard while at work"; and physical engagement, "being willing to go the extra mile for your employer". Major survey undertaken with 2,000 participants from across Britain in July 2006 operationalised Kahn's (1990) view of employee engagement and that became more significant. Scientific interest was further intensified towards the end of the decade, which resulted in the publication of a special edition of a new scientific journal in 2008, which debated the concept of employee engagement (Macey and Schneider, 2008). During this period, literature reviews were contributed from various areas

including human resources, workplace behaviour and psychology (Kular et al., 2008; Shuck and Wollard, 2010).

The third employee engagement wave offered a wide range of contributions on work engagement (Bakker and Leiter, 2010) and also on employee engagement (Albrecht, 2010) from various walks which includes psychology, business, management academics and practitioners. Position work engagement is positioned as a mediating variable in their job demands and resources model of work motivation and engagement, in *A Handbook of Essential Theory and Research* (Bakker and Leiter, 2010), and say: “work engagement is the psychological state that accompanies the behavioural investment of personal energy.”

In the *Handbook of Employee Engagement: Perspectives, Issues, Research and Practice* (Albrecht, 2010), Kahn (2010) has contributed a chapter on the essence of engagement in which he collectively discusses lessons from his 30-year experience in the engagement field. He points out the huge appeal of the concept and contrasts its intuitive nature with its complexity. Kahn (1990) refers to his earlier work to explain the engagement concept as when “employees offer up different degrees and dimensions of their selves according to some internal calculus that they consciously and unconsciously make” (p. 20). He tend to contrast this dynamic concept with traditional steady-state motivation theory, which characterises employees as either motivated or not. Kahn reiterates that the determinants of engagements are meaningfulness, safety and availability.

His work stresses that engagement is dynamic and is also subject to fluctuation. This would be significant for communication scholars and practitioners as it suggests that engagement can be affected by management interventions such as internal communication. Table I summarises the evolution of employee engagement concept and provides an overview of definitions associated with the three waves of interest. This provides us with a clear understanding of employee engagement which constitutes, the major components such as cognitive, emotional and physical role performance, which in turn are characterised by absorption, dedication and vigour. Which again is dependent upon the psychological conditions of meaningfulness, safety and availability.

1.3. THE FUNDAMENTAL NATURE OF ENGAGEMENT

The communication aspect of engagement debate is concerned with the fundamental nature of engagement, if it can be considered a psychological or motivational state, an attitude, or a personality trait. Personality traits are fixed, steady-state predisposed aspects of personality, wherein psychological states as well as attitudes and are learned dispositions. The major concern of the corporate communicators is the nature of engagement as they are well-placed so as to influence workplace attitudes and stimulate employee motivation. If that attitudes and states can be influenced through communication, traits are fixed in comparison and may not be open to communication interventions or influence. Nevertheless communicators have to understand that they are dealing with diverse internal stakeholder group as they exhibit a variety of personality traits and their preference for communication also differs. While Kahn describes engagement as a three-component construct influenced by three psychological conditions, while Robinson defines engagement as a concept which has got more of positive attitude. Whereas, Saks (2006) defines engagement as a psychological state and not as an attitude. Others like Sparrow and Balain, (2010) believe engagement is an attitude, while Macey and Schneider (2008) view engagement as more of a complex network which includes trait, state, and behavioural constructs. They reflect on arguments in the literature and incorporate views on the nature of engagement with a definition that combines aspects of the one's self (trait, state and behaviour) with situational factors (organisational conditions): "a complex nomological network encompassing trait, state, and behavioural constructs, as well as the work and organizational conditions that might facilitate state and behavioural engagement". Kahn (2010) differs from his conception of dynamic engagement with steady-state (trait) observations of motivation. He further disputes that fixed motivation theories does not consider the conscious and unconscious calculations, made by employees, over time which seems to influence the degree of physical, cognitive and emotional effort they take. Kahn describes employee engagement, both delicate as well as fragile, and also quite resilient.

So, Kahn's understanding of engagement exhibits a combination of attitudinal-states with that of fixed steady-state predisposition traits. This intricate state and trait aspects of engagement is useful for communicators, as it highlights the need for employee communication to understand and serve internal stakeholders' pivotal communication needs, as well as shallow (state and attitude) communication needs. In addition to this, internal communication denotes one of the organisational conditions that enables engagement. Overlapping of one of the main evident in the engagement

literature, the major concern is that employee engagement might not be considered as a distinct construct, rather a new term attached to an already existing concept such as organisational commitment, which is known by a new term as employee engagement. Several writers like Kahn and Saks, has tried to answer this query and conclude that employee engagement a distinctive and unique construct that encompasses cognitive, emotional, and behavioural components, which are allied with individual role performance. Moreover, engagement is different from several related constructs, most remarkably, organizational citizenship behaviour, organizational commitment and job involvement.

Academic writers have come to a conclusion that practitioners' use of the term employee engagement has been more of a label, whereas academicians view engagement as a unique construct. Schaufeli and Bakker (2010), also has observed, that in engagement is used as a novel, catchy label in business and among consultants, which in fact covers traditional concepts. Nevertheless, the popularity of engagement in these context implies that "there is something to it". Consequently, academic scholars have begun to describe and study work engagement as a unique construct.

Albrecht (2010) has observed that the debate on this issue has not completely been resolved but draws attention to a considerable body of theory and research which supports "engagement as a unique and distinct construct." Distinctions between organisation engagement and organisation commitment are considered to be important for the discipline of corporate communication. The discipline is especially involved with communication at organisation level. This leads to the examination of the two concepts, considers dissimilarities between them, and stresses implications for internal communication practice. Saks (2006) further builds on Kahn's (1990) groundwork to extend the engagement concept to encompass organisation as well as job engagement, stating engagement, replicates the extent to which an individual is emotionally present in a particular organizational role. The two most central roles for most of the organizational members are their 1) work role and 2) role as a member of an organization. His opinion on organisation engagement is inherent in his measure to asses participants' emotional presence in their organisations. The measure inspects participants' views of their organisation membership, and the degree to which they are engaged with the organisation. Organisation level precursors of engagement are comprised of perceived organisational support antecedents of Employee engagement scale (Rhoades et al., 2001). A rewards and recognition item with reference to public recognition is also included, and this has direct effects for internal communication practice. Employee rewards and recognition procedures could include the objectives of internal communication plans to initiate activities such as employee

reward events, intranet pages appreciating employee achievements and appreciation stories in internal communication and publications like e-magazines and printed newsletters

The justification for the organisation engagement concept comprises its theoretical usefulness, nomological network and real time utility (Pugh and Dietz, 2008). The nomological network for engagement contains organisation-level antecedents which includes leadership communication, and its consequences which includes organisational effectiveness. Hence, as Pugh and Dietz (2008) puts it, “it makes sense to consider the engagement construct at organisation as well as individual level. Organisation job resources (e.g. training and technology) affect engagement at individual and organisation level”

Internal communication can be taken into account as a resource at individual, team and organisation levels. Conjecturing that engagement at organisation level facilitates consideration of combined organisation values and cultures, and taking into account the communication needs of employees, like the needs of employees with same personalities.

From the above discussion, and based on the groundwork of Kahn and Saks , organisation engagement can be defined “as a dynamic, changeable psychological state which links employees to their organisations, manifest in organisation member role performances expressed physically, cognitively and emotionally, and influenced by organisation-level internal communication”.

Organisational commitment is categorized as a state rather than an attitude, defined as: “a psychological state that (a) characterizes the employee’s relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization” (Meyer and Allen, 1991) and, it is also further added by them that “a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization”. They also recommended a three-component measure of organisational commitment which incorporates three forms of commitment, as components, rather than types of commitments , namely, 1) affective (attachment to the organisation) 2) continuance (perceived cost of leaving) and, 3) normative (obligation to remain). This three-component organisational commitment scale has been greatly influential in commitment measurement research.

Many contributors towards engagement like Kahn, Saks, Macey and Schneider, Sparrow and Balain, have argued that “engagement is different to organisational commitment and describe it as an

antecedent, a facet or a variable component of commitment”. Meyer et al. has included organisational level engagement in his definition of the concept, “engagement is experienced as enthusiasm and self-involvement with a task or collective (for example, organization), is fostered by a corresponding dispositional orientation and facilitating climate, and manifests itself in proactive value-directed behaviour”.

These writers distinguish commitment from engagement and incorporate the three-component model of commitment into a framework of engagement which represents movement between disengagement and complete engagement with equivalent shifts in commitment. This idea of the relationship between commitment and engagement is also put forth by Macey and Schneider’s “organizational commitment is an important facet of the state of engagement.”

This brings in a clear definition and measurement of commitment as well as engagement. It is found that the two constructs are unique, but are related as they both are positive work-related psychological states. Henceforth, engagement is defined as well as measured differently to commitment, it also becomes logical to recognise them as different constructs. Pugh and Dietz has suggested leadership as a precursor of organisation engagement, and organisational effectiveness as a consequence. The communication capabilities of leadership teams are renowned as important factor in driving engagement as put forth by Wiley (2010).

Communication has been recognised as an underlying factor linked with employee engagement (Kahn, 1992). Similarly, MacLeod and Clarke (2009) has highlighted communication as a critical factor for improving performance through employee engagement. They have also argued that good quality internal communication, improves engagement and emphasises that employees need to have clear communication from top management, to understand, how their roles fit with the vision of the leaders. Obviously, they quote poor communication as an obstacle to engagement and also a cause of disengagement. So there is possibility for reflection and research on the effect of corporate communication on organisation engagement.

Nevertheless, contributions from both public relations as well as corporate communication disciplines are astonishingly meagre given that internal communication is an organisational level interference which can positively influence employee engagement. Moreover, when engagement was encompassed in communication literature, it has suffered from unclear, undefined treatment. In spite of the prospective for engagement-based communication exploration, corporate communication

scholars are yet to adequately consider the employee engagement concept. This highlights a reasonably rich academic literature on employee engagement, thus it is startling that this literature is often ignored in work relating to internal communication, published incorporate communication, public relations and communication management journals (Hardaker and Fill, 2005; Hewitt, 2006; Thomson and Heckler's, 2000). These sources have a tendency to use the term employee engagement in a casual way whereas some like Chong, Hardaker and Fill, (2005) mention about Thomson and Heckler's (2000) work which uses the term as a synonym for employee buy-in.

Similarly, Dowling (2008) speak of employee engagement as a “self-referencing amalgam emanating from a good image and resulting in self-confidence, co-operation with organization policies, and corporate citizenship behaviours”. The association between these views of employee engagement and academic-based conceptions discussed here, are vague. On the one hand, this establishes interest in the impression of employee engagement and its link with internal communication. But on the other hand, it reveals a limited conceptual underpinning. This is all the more unanticipated, given that in practice, many organisations treat the conception of engagement as an internal communication strategy (Sparrow, 2010). Internal communication is fragment of the organisational context in which engagement or disengagement ensues as per Bakker (2011).

Engagement is mostly influenced by internal communication. It is an organisational exercise with the prospective to effectively transfer the values of the organization to every employee, and include them with the goals of the organization. Such practices result in more engaged employees as per Bindl (2010). Ingenious internal communication programmes are termed to be an important factor for employee engagement as per Papalexandris (2009). Top management communication has been conceptualised as internal corporate communication as per Welchand (2007). It is recognised to be having a crucial role in the progress of positive employee engagement .It features in lot of work by academicians from various disciplines including marketing, public relations, applied communication corporate communication and human resources. There is a long-running conference trajectory devoted to internal corporate communication in an annual international conference as per Conference on Corporate Communication.

Internal corporate communication can be observed as one of the four dimensions of internal communication alongside with internal line manager communication, internal team communication, and internal project peer communication. Here, it is implicit as communication between an organisation's tactical managers and its internal stakeholders, intended to promote commitment to

the organisation, a sagacity of belonging to it, awareness of its shifting environment and understanding of its evolving aims as per Welch (2007). Internal corporate communication comprises organisational practices premeditated to promote employee understanding of the goals of the organisation and facilitate them to identify with the values of the organisation. Such practices are acknowledged as key influences for employee engagement, since they facilitate internalisation of organisational values and association with organisational goals, resulting in more engaged employees. Internal corporate communication includes communication elements that are important for employee engagement highlighted by MacLeod and Clarke (2009) which includes leadership vision, and also enabling staff to understand their own roles in that vision. Similarly, practitioners accentuate the role of corporate communication in increasing employee engagement. Among the best performing organizations there is a cultural alliance between the employees and the organization, which is paired with a strategic alignment between activities and organization goals. As per Gallup such organizations use their corporate communication touchpoints to strengthen their commitments to employees and customers.

Cropanzano and Mitchell (2005) argues that “basic norm of SET is that relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain ‘rules’ of exchange. Such rules tend to involve reciprocity or repayment rules, so that the actions of one party lead to a response or actions by the other party”. For example, when individuals get economic and socio-emotional resources from their organisation, they feel indebted to respond in kind and repay the organisation.

The discussion above leads to a view, how the relationship between internal communication and employee engagement can be conceptualised. The model proposes that the concept can be seen from a communication perspective and also delivers a platform for future communication research. This conceptual model represents the possible effect of communication on employee engagement at an organisational level. Engagement is acknowledged as a three-component construct comprising emotional, cognitive and physical dimensions associated with dedication, absorption and vigour. Kahn’s (1990) three psychological conditions necessary for engagement (meaningfulness, safety and availability) are integrated into the model.

Commitment is linked with engagement and is affected by leadership communication, hence the model integrates the concepts of organisational commitment as a precursor of engagement. It

positions facets of leadership communication from top managers in relation to employee engagement. Communication is termed to be one form of employees' psychological need, which organisations have to meet to so as to maintain and develop employee engagement. Features of internal corporate communication are placed as mediating antecedent engagement variables on one hand which helps in promoting commitment and a sense of belonging, and also as communication engagement outcomes on the other hand like awareness and understanding. The model proposes innovation, competitiveness and organisational effectiveness as organisational consequences of employee engagement which is promoted by effective internal corporate communication.

Saks (2006) argues that "organisational commitment also differs from engagement in that it refers to a person's attitude and attachment towards their organisation, whilst it could be argued that engagement is not merely an attitude; it is the degree to which an individual is attentive to their work and absorbed in the performance of their role". Added to that, OCB involves voluntary and informal behaviours which would help co-workers and the organisation, whereas the focus of engagement is formal role performance rather than purely extra-role and voluntary behaviour.

"Engagement has been found to be closely linked to feelings and perceptions around being valued and involved, which in turn generates the kinds of discretionary effort that lead to enhanced performance" (Konrad 2006). Such evidence suggests that management needs to share control and permit employees to take part in important decisions. If the organizations fail to do that their work force cannot be engaged effectively. This suggests that employee engagement is a meaningful construct which undoubtedly is worthy of future research. One area which needs to be investigated is the predictors of engagement.

According to Saks (2006), "a stronger theoretical rationale for explaining employee engagement can be found in social exchange theory (SET). He also argues "that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence".

(Robinson 2006) states that "emotions can also be related to wellbeing". Perchance some of the clearest indication on wellbeing and employee health is apparent in the research of the Roffey Park Institute (RPI). The RPI shares the conviction of various authors who advocate a potential causal relationship between a more all-inclusive approach to management, which takes into account of emotions and people's deeper requirements, and improved business performance.

Saks (2006) argues that “one way for individuals to repay their organisation is through their level of engagement”. In other words, employees will decide on to engage themselves to varying degrees and in return to the resources they receive from their organisation. “Bringing oneself more fully into one’s work roles and devoting greater amounts of cognitive, emotional, and physical resources is a very profound way for individuals to respond to an organisation’s actions”, as suggested earlier by the work of Kahn (1990). Hence employees are more likely to interchange their engagement for resources and benefits provided by their organisation. In summary, SET provides a theoretical foundation to elucidate why employees choose to become more or less engaged in their work and organisation. In terms of Kahn’s definition of engagement, “employees feel obliged to bring themselves more deeply into their role performances as repayment for the resources they receive from their organisation”. When the organisation fails to provide these resources, individuals are more likely to pull out and disengage themselves from their roles. Therefore, the amount of cognitive, emotional, and physical resources that an individual is ready to devote in the performance of their work role may be dependent on the economic and socio-emotional resources received from the organisation. In recent years, more studies have begun to look at the antecedents and consequences of employee engagement. Saks (2006) found a dissimilarity between two types of engagement, job engagement and organisation engagement, which he disputes are related but distinct constructs. In addition, he disputed that “the relationships between both job and organisation engagement, and their antecedents and consequences differed in a number of ways, suggesting that the psychological conditions that lead to job and organisation engagement, as well as their consequences, are not the same”. Though this study has provided a new insight into employee engagement, it is important to note the survey was completed by a small sample of 102 employees in Canada. Therefore, the results may not be generalizable to employees in the UK. As definitions of engagement vary in different countries and national dissimilarities may also play a part in what leads to engagement in the first place. Nevertheless, it adds a new insight into the existing body of literature as it is the first study to make a dissimilarity between job and organisation engagement and to quantify a variety of antecedents and consequences of work and organisation engagement. Prior research has focused predominantly on engagement at the individual level. Practitioners and academicians tend to approve that the consequences of employee engagement are positive.

Buchanan (2004) defines perception as “the dynamic psychological process responsible for attending, organising and interpreting sensory data”. To a huge extent, perception relates to the method in which individuals make sense of their environment and understand and respond to the proceedings and people around them. Similarly, it is important to accentuate that each individual

receives information differently. This is for the reason that individuals do not receive information about what is happening around them inactively and impassively or in the same way as others.

It has also been debated that employee engagement is connected to emotional experiences and wellbeing. Notwithstanding this, studies of organisations often superintend the effects on behaviour of feelings and emotions. Emotions are a usual feature of our psychological make-up and disturbs not only individuals' personal lives but also their behaviour at work.

The CIPD survey conducted by Truss et al (2006) proposes that strengthening employee voice can make a transformation to organisational performance. Employee voice can be defined "as the ability for employees to have an input into decisions that are made in organisations"-Lucas (2006). It has been debated that one of the main drivers of employee engagement is to have the opportunity to feed the employees' view upwards. Their survey established that currently many organisations are not very effective in doing this and as a result many employees felt they fell short of opportunities to express their views and to be involved in decisions.

Research by Robinson (2006) recommends there is a considerable proof that many employees are really under-utilised in the office through the lack of engrossment in work-based decisions. Employee involvement is seen as a dominant principle of HRM, where the emphasis is upon seizing the ideas of employees and acquiring their commitment (Beardwell 2007). The idea of employee involvement is sturdily grounded in unitary views of organisations, as it undertakes that managers and employees have the same interests. Critics have disputed that employee involvement has management definitely in control and small degree of real influence is given to employees.

This finding is also stable with the numerous definitions and opinions surrounding engagement, which recognises a 'passion for work' as being a key constituent factor (Truss et al (2006). Certainly, the fact that the sector is conventionally not a high-paying one, comparative to the others studied, highlights the fact that it is not likely to 'buy' engagement in the conventional sense by offering better than average monetary awards. On the other hand, in another study comparing the public and private sectors, Truss et al (2006) found that cluster in the public sector had a more undesirable experience of work, as they reported more mistreatment and pestering than those in the private sector, and were less satisfied with the chances they had to use their capabilities. This strengthens the findings of earlier studies and emphasises the scale of the challenge facing public sector managers in specific, and the negative impact that mistreatment and harassment faced by employees and their levels of engagement (Emmott 2006).

Contemporary research proposes that high-involvement work practices can improve the optimistic beliefs and attitudes linked with employee engagement, and that these practices can produce the kinds of discretionary behaviours that lead to heightened performance (Konrad 2006).

Robinson et al (2004), Furthermore, states that while it is approved that employee engagement has been defined in many different ways, it is also claimed the definitions often sound alike to other with better known and recognized constructs such as 'organisational commitment' and 'organisational citizenship behaviour' (OCB). He defined engagement as 'one step up from commitment'. As a result, employee engagement has the look of being yet another trend, or what we might call "old wine in a new bottle". It would seem that there are adequate grounds for disagreeing that engagement is related to, but distinct from, other constructs in organisational behaviour (Saks 2006). Robinson et al (2004) states that: "...engagement contains many of the elements of both commitment and OCB but is by no means a perfect match with either. In addition, neither commitment nor OCB reflect sufficiently two aspects of engagement - its two way nature, and the extent to which engaged employees are expected to have an element of business awareness."

According to May et al (2004) engagement is most closely related with the concepts of job involvement and 'flow' (Csikszentmihalyi 1990). Job involvement is defined as 'a cognitive or belief state of psychological identification' (Kanungo 1982). This varies from engagement in that it is apprehensive more with how the employee, employs him/her self during the performance of his/her job.

It has been contended that employee engagement is only meaningful, if there is a more unpretentious sharing of responsibility between organisation and employees over issues of substance (Purcell et al 2003). One of the central drivers of employee engagement was found to be employees having the chance to feed their views upwards. The indication surrounding whether employers offer enough opportunities for criticism is mixed. Critics argue where employee participation initiatives do exist, control still exist in the hands of management, with very restricted power being given to employees. Still, research shows when employees have been given control over how to do their work, they are more likely to emphasis harder on what they are doing. Engaged employees are also more expected to display discretionary behaviour.

Employees' insights of meaning with regard to the place of work has connections with how engaged they are and their level of performance (Holbeche and Springett 2003). Findings suggest people hunt for more meaning in their day-to-day work than they do in their personal lives.

This indicates employers should be looking for to make work meaningful by finding out what matters to their employees, especially since evidence suggests that meaningfulness effects not only on the individual, but also on the bottom line (Holbeche and Springett 2003). Research has also recommended a connection between employee engagement and business results. Gallup cites numerous examples of improved corporate profitability due to increased employee engagement.

The Towers Perrin Talent Report (2003) recognizes the top ten work place traits which would result in employee engagement and the top three among them are 1) Senior management's interest in employees' well-being, 2) Challenging work and 3) Decision making authority.

According to Fox (1974) 'Taylorism' and 'scientific management' engrossed on limited discretion. Such methods of handling employees mainly involved breaking down jobs into simple task elements, suggesting the way in which tasks were to be performed, providing close direction and administrative rules and regulations which aided to create a mutually strengthening cycle of low trust relations. However, Fox (1974) claimed that regardless of an intricate external controlling structure being in place, no role can be totally diffuse or totally specific. Even in jobs which are firmly controlled, some unsettled element of discretion always remains. In circumstances where employees have been given some control over how they do their jobs, affirmative benefits have appeared to emerge. For example, prior research in UK has considered a job redesign and the effect this has had on engagement.

In a paper titled 'Attract, retain and innovate: a workforce policy architecture adapted to modern conditions, Bradley Jorgensen argues "that public organizations have few prospects for long-term success if their delivery is attempted in the common-based management structures of the bureaucracy"

Jorgensen proposes a model that enables organizational growth and development categorised by six main attributes:

- "Trends that alter the balance of the social structure"
- "Social and human capital growth"
- "Life-long learning"
- "A policy emphasis on the self"
- "Workplace flexibility and"
- "The development of an organizational identity as a preferred corporate employer"

Best employers have retorted to the forces of amendment by fixing high performance and quality workplace systems allied to organizational need, rather than, generally centred employment arrangements (Hull and Read, 2003). Characteristic measures which are part of this retort include a host of inventiveness like

- a. “Offering career development opportunities”.
- b. “Providing challenging, inspiring, enjoyable and flexible work”.
- c. “Providing progressive benefits, paying attention to healthy workplace practices”.
- d. “Improving incentives” and
- e. “Encouraging participation and open communication”.

Employment branding, which is the significant component of the employer of choice structure, is defined “as the package of functional, economic and psychological benefits provided by employment, and identified with the employing organization” (Sullivan, 2001).

Under the influence of higher levels of education, constant economic growth and rising output, individuals in the progressive world have slowly become more worried with quality of life issues. Evidence also shows a connection between the output of high performing companies and the effective satisfaction of values such as autonomy, participation in decision-making, and participation in job-design (Kochan and Foote-Whyte, 1999).

Focussed employment branding inventiveness associated to the strategic needs of the organization and tailor-made needs of the labour market will afford the means to draw new workers and to retain institutional knowledge and specialised skills. These initiatives are sustained by a range of methods including the provision of personalised working arrangements and flexible jobs, higher levels of investment in life-long learning, paying attention to the social quality of organizational life the adoption of multi-age employment practices and the adoption of a mode of arrangement that emphasises collaboration, participation and flexibility.

A strong organization brand continually results in continuous purchase of the organization’s products by customers, as they identify the core standards of an organization through its brand. But, can an organization strengthen its brand? Many organizations across the globe have been concentrating on ensuring that their employees are more involved in their organizations and in their jobs, in order to create a competitive edge for their corporate brand. Engaged employees can increase customer satisfaction in turn they become the living brand of the organization (Bendapudi &

Bendapudi, 2005). Presently, many companies improve their employees' skills as a part of the corporate branding process (Hardaker & Fill, 2005).

Employees who are highly engaged can replicate the organization's core values, which eventually support the overall organization brand. Although there are many diverse definitions of employee engagement, the common thread among them is captured by Schaufeli & Bakker (2004), "Positive, fulfilling, work-related state of mind that is characterized by vigour (feeling energetic and resilience at work), dedication (being proud of and happy about one's work) and absorption (being totally immersed in one's work)."

Employment branding, which is the significant element of the employer of choice framework, is well-defined as the package of functional, economic and psychological benefits delivered by employment, and branded with the employing organization.

Hardaker & Fill (2005), proposes that many companies develop their employees as a part of the corporate branding procedure. Highly engaged employees can reflect the organization's core values, which eventually fortify the overall organization brand.

1.4 DIMENSIONS OF EMPLOYEE ENGAGEMENT

Employee engagement contains of two aspects, namely, cognitive and emotional. Cognitive engagement means that "employees are sure about their job requirements and role expectations, whereas emotional engagement means that they receive timely feedback and social interactions with their co-workers, which make them feel connected to their organizational members".

Though it is recognised and accepted that employee engagement is a multi-faceted construct, as formerly suggested by Kahn (1990), Truss et al (2006) who had defined employee engagement simply as "passion for work, a psychological state which is seen to encompass the three dimensions of engagement" discussed by Kahn (1990), and that captures the common thread running through all these definitions. The presence of diverse definitions makes the state of knowledge of employee engagement tough to define, as each study examines employee engagement under a different *modus operandi*.

Disengaged employees exhibited imperfect role performances and were unforced, automatic or robotic (Kahn 1990). Kahn argued that people inquired themselves with three fundamental questions in each role situation: (i) "How meaningful is it for me to bring myself into this performance" (ii)

“How safe is it to do so? And” (iii) “How available am I to do so”? He established that workers were more engaged at work in circumstances that offered them more emotional importance and psychological safety, and when they were more psychologically available.

Rendering Maslach et al, the six areas of work-life which would lead to either burnout or engagement are workload, rewards and recognition, control community and social support, perceived fairness and values. They claim that job engagement is related to a sustainable workload, appropriate recognition and reward, feelings of choice and control, a supportive work community, fairness and justice, and meaningful and valued work. Like burnout, engagement is anticipated to facilitate the link between these six work-life factors and various work outcomes.

Kahn’s (1990) models indicate the emotional conditions or antecedents that are needed for engagement, but they do not fully clarify why individuals will react to these conditions with varying degrees of engagement.

Traditional performance management practices put forth by Kahn, specifically to promote employee engagement and the psychological conditions that aid as its antecedents. The three primary elements in the engagement management model are:

1. “Performance agreement”.
2. “Engagement facilitation” and
3. “Performance and engagement appraisal and feedback”.

These terms developed by Kahn (1990) incorporate previous ideas taken from motivation theories that people need self-expression and self-employment in their work. He commenced a qualitative study on the emotional conditions of personal engagement and disengagement, by questioning summer camp counsellors and staff, at an architecture firm about their instances of engagement and disengagement at work. He defined disengagement as the decoupling of the self within the role, involving the individual withdrawing and 5 defending themselves during role performances”.

Additionally, while the focus of job involvement is on cognitions, engagement, according to most definitions, also incorporates emotions and behaviours. The next related construct, the notion of ‘flow’, is defined as the “holistic sensation that people feel when they act with total involvement” (Csikszentmihalyi 1975).

Theoretically, Kahn began with the work of Goffman (1961) who proposed that, “people’s attachment and detachment to their role varies”. However, Kahn claimed that Goffman’s work engrossed on fleeting face-to-face encounters, while a dissimilar concept was needed to fit organisational life, which was termed to be “ongoing, emotionally charged, and psychologically complex”. To gain further understanding of the varying stages of attachment individuals stated towards their roles, Kahn (1990) inspected several disciplines.

It was found that psychologists like Freud (1922), sociologists like Goffman (1961) & Merton (1957) and group theorists like Slater (1966) & Smith and Berg (1987) had all acknowledged the idea that individuals are obviously doubtful about being members of ongoing groups and systems. As a result they “seek to protect themselves from both isolation and engulfment by alternately pulling away from and moving towards their memberships” (Kahn 1990). The terms Kahn (1990) uses to define these standardizations are ‘personal engagement’ and ‘personal disengagement’, which denote to the “behaviours by which people bring in or leave out their personal selves during work role performances”.

Eisenberger et al., 1986, Cummings, 1997 states that in harmony with organizational support theory, perceived organizational support is strengthened by favourable work experiences that employees believe, reflect in voluntary and purposeful decisions made by the organization.

Eisenberger et al., (1997) states that “the relationship between favourable work experiences and perceived organizational support was stronger when those experiences were attributed to the organization’s discretionary acts as opposed to actions the organization was forced to undertake by external constraints”. Perceived organizational support would improve affective commitment by making a felt responsibility to care about the organization’s benefit and by the integration of organizational membership and role status into societal identity (Eisenberger et al., 2001).

Sufficient efforts towards improving employee engagement have been found to result in improved ‘ownership’ on the part of the employees. As noted by O’Reilly (2002) “when managers talk about ownership, what they typically want to instil is not financial ownership but psychological ownership—a feeling on the part of the employees that they have a responsibility to make decisions that are in the long term interest of the organization.”

More accurately, psychological ownership has been pronounced as a cognitive-affective construct defined as, “the state in which individuals feel as though the target of ownership or a piece

of that target is theirs,” and reflects “an individual’s awareness, thoughts, and beliefs regarding the target of ownership” (Pierce, 2003).

Psychological ownership has much in common with more extensively recognized POB concepts and methods such as psychological capital (Luthans, Youssef, 2007), positive organizational scholarship (Cameron, Dutton, 2003), character strengths and virtues (Peterson, 2006; Peterson & Seligman, 2004) and psychological well-being (Quick & Quick, 2004; Wright & Cropanzano, 2004).

In the paper ‘Psychological Ownership: Theoretical Extensions, Measurement, and Relation to Work Outcomes’ James B. Avey, Bruce Avolio, Craig Crossley, and Fred Luthans, say that “not only does psychological ownership share a sense of positivity and striving for accomplishment and success with these related POB constructs, but psychological ownership also fits the specific POB inclusion criteria suggested by colleagues”.

“When people have a sense of ownership, they experience a association between themselves and various tangible and intangible targets” (Dittmar, 1992). Based on literature relating to what institutes possession and ownership, Pierce et al. (2001) concluded:

- (1) “The feeling of ownership is innately human”,
- (2) “Psychological ownership can occur toward both tangible and intangible objects (targets)”, and
- (3) “Psychological ownership has important emotional, attitudinal and behavioural effects on those that experience ownership”.

Engaged employee consistently demonstrates three general behaviours which improve organizational performance:

- “Say-the employee advocates for the organization to co-workers, and refers potential employees and customers”
- “Stay-the employee has an intense desire to be a member of the organization despite opportunities to work elsewhere”
- “Strive-the employee exerts extra time, effort and initiative to contribute to the success of the business” (Baumruk and Gorman, 2006)

Employees who are not engaged are to be expected to be spinning, that is wasting their effort and talent on tasks that may not matter much, settling, that is certainly do not show full commitment, not

dissatisfied enough to make a break and splitting, that is they are not sticking around for things to change in their organization, have far more reservations about their organization in terms of performance methods such as customer satisfaction (Perrin Report, 2003).

Meere (2005) based on the survey conducted by ISR on 360000 employees from 41 companies in the world's 10 economically strong countries found that "both operating margin and net profit margins reduced over a three year period in companies with low engagement, while these measures increased over the specified period in companies with high levels of engagement".

Financial News, March 2001, as cited by Accord Management Systems (2004), reveals that disengaged employees are more likely to cost their organization. According to the report, Employees who are disengaged:

- "Miss an average of 3.5 more days per year".
- "Are less productive".
- "Cost the US economy \$292 to \$355 billion per year".

Robinson et al., (2004) defined engagement as "a positive employee attitude towards the organization and its values, involving awareness of business context, and work to improve job and organizational effectiveness".

Saks (2006) defined employee engagement as "a distinct and unique construct that consists of cognitive, emotional, and behavioural components that are associated with individual role performance."

Shuck &Wollard, (2010) distinctly defined employee engagement as "an individual employee's cognitive, emotional, and behavioural state directed toward desired organizational outcomes".

Rurkkhum and Bartlett (2012) elucidated the relationship between employee engagement and organizational citizenship behaviour (OCB) in a study conducted in Thailand and found support for positive relationships between every component of OCB and engagement.

Engagement is implicit to be the direct opposite of burnout and exist on a continuum with engagement on one end and burnout on the other. Exhaustion (low energy), cynicism (low involvement), and inefficacy (low efficacy) are characteristic of burnout; whereas, high energy, high involvement, and high efficacy are characteristic of engagement (Maslach and Leiter, 1997)

Work engagement denotes a positive, fulfilling, work-related state of mind that is categorized by vigour, dedication, and absorption. Vigour is characterized by high levels of energy and mental resilience while working.

Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, (Schaufeli et al., 2002).

Employee Engagement refers to the "individual's involvement and satisfaction as well as enthusiasm for work" (Harter et al., 2002) The Gallup Work Audit is the instrument which is used by various corporations even today to measure the engagement level. The above constructs described above does not take into account the Engagement of employees as stated by Kruse 2013, bringing your emotional, cognitive and physical energies and approaching all circumstances "C especially difficult ones "C with a productive constructive mind set.

Mindful engaged employees will be able to answer the following questions:

- What did I do today so as to improve my communication with my manager and peers?
- What actions am I supposed to take today to learn and grow?
- Whom did I appreciate today, and who recognized my achievements in the organization?
- Today did I consider our organization's long-term goals, while doing my tasks?
- Today, was I really engaged at work?

(Ologbo C. Andrew and Saudah Sofian, 2011) were of the opinion that employee communication, employee progress, peer relationship, image of the firm, reward and recognition and leadership are the elements of employee engagement. They were of the opinion that employee engagement was addressed including the two types of employee engagement:

- a. Job Engagement, which is the level of employee's commitment and dedication to his job role and
- b. Organization Engagement, which is the level of employee commitment and loyalty to his/her organization.

Johnson and Johnson (2007) define employee engagement as 'the degree to which employees are satisfied with their jobs, feel valued, and experience collaboration and trust. Engaged employees will stay with the organization longer and continually find smarter, more effective ways to add value to

the organisation. The end result is a high performing organization where people are flourishing and productivity is increased and sustained’.

Vodafone defines employee engagement as “an outcome measured or seen as a result of people being committed to something or someone in the business, exhibit a very best effort that is willingly given”.

These organizational definitions tend to view engagement as a result, something given by the employee. They frequently refer to the employee’s emotional attachment, commitment and loyalty to the organisation. Johnson and Johnson, who specify that engaged employees, experience association and feel valued, there is little mention of a give-and-take relationship and what the employer offers to enable engagement.

Consultancy Based Models define engagement as a “psychological state with numerous outcomes for the organisation, and consider the role of the organisation in enabling it”.

Hewitt Associates defines engagement as “the energy, passion or ‘fire in the belly’ employees have for their employer or more specifically what their employer is trying to achieve in the market”.

Hewitt Associates also put forward that engaged employees stay, say and strive. In other words, “engaged employees have an intense desire to be members of the organisation, are passionate advocates for their workplace, they refer potential employees and customers, they go beyond what is minimally required to produce extraordinary service and results for customers and colleagues”.

Mercer defines engagement as “a state of mind in which employees feel a vested interest in the organization’s success and are both willing and motivated to perform to levels that exceed the stated job requirements. It is the result of how employees feel about the work experience “C the organisation, its leaders, the work and the work environment”

Gallup suggested that engaged employees are “psychologically committed to their work, go above and beyond their basic job expectations, and want to play a key role in fulfilling the mission of their organisations, whilst disengaged employees were said to be uninvolved and unenthusiastic about their jobs and love to tell others how bad things are”.

The age of changing tectonics in the modern workplace has a task to deal with the generational diversity. Each of the generations demands their own take, always from the organisation.

Generation can be defined “as a troop which comprises of individuals of same age who share the social, economic and historical experience within the same time period” (Ryder, 1965). “Members of the same cohort share significant life experiences such as completion of schooling, graduating and entering the workforce, and retiring at similar age”. (Kowske et al 2010)

“Baby Boomers (born from 1946 to 1964) who encompass the largest generational cohort about 78 million workers fit in to this cohort who have made great social and economic impressions and are now being swapped by younger generation, Millennials. Boomers are more driven by work goals, tasks and results in the workplace, showing a higher desire to enter into positions with greater responsibility and fame” (Families and Work Institute, 2006). “Boomers have the belief that hard work is always paid back and have expectations to be rewarded and are comparatively more loyal and committed to the organisations than the millennials”(Gursoy, 2008, Smola & Sutton, 2002). Baby boomers are presently the major generation of active workers. Research has shown that boomers recognise their strengths as optimism, and their willingness to work long hours. This generation grew up in organizations with large hierarchies, rather than flat management structures and teamwork-based job roles.

“Millennials (Generation Y or GenMe) (born from 1981 to 1999) are the youngest generation cohort. Millennial generation has been characterised by economic prosperity, advancement of instant communication technologies through the Internet, social networking, and globalization, who need more balance between work and life, flexibility in job assignments and want to define the exact role in their job. Millennials value freedom and work-life balance more than Baby Boomers” (Cennamo& Gardner, 2008, Smola& Sutton, 2002, Twenge, 2010). “They value high leisure work values, preferring a job that provides more vacation time” (Twenge et al, 2010). “Millennials have higher expectations about promotions and pay hikes in the workplace. They do, however, realize that their need for social interaction, immediate results in their work, and desire for speedy advancement may be seen as weaknesses by older colleagues. Not tolerant of less challenging work” (Corporate Leadership Council, 2005, Lancaster & Stillman, 2002).

Millennials are habitually multi skilled and wish to work in teams and a flat structure. Contemporary organisations in IT and ITES are fronting the challenge to manage engagement and hold GenY and Gen X. Organizations have engagement tools that characteristically address engagement for the organization under one basket without any difference for the generations of employees. As the millennial generation will start entering into the work force quickly and baby

boomers will retire, new engagement models need to be developed to address the differences between baby boomers and millennials.

Various literatures being reviewed has reflected the fact that meaning of engagement is different from individual to individual taking into account difference in individuals' demographics, personality.

Blessing White's survey found that at least a quarter of Generation Y employees universally are detached with the exception of India, where all generations have higher commitment levels than other countries. They put forward that "the older the employee, the more engaged they are, with employees born since 1980 being the least engaged members of the workplace" (Blessing White, 2008). They also propose that the "lack of experience in the younger employees might be responsible in bringing a lack of clarity over what they want from their workplace".

In the paper "Employee engagement, human resource management practices and competitive advantage - An integrated approach," Simon L. Albrecht, Arnold B. Bakker, Jamie A. Gruman, William H. Macey, and Alan M. Saks argue that, "in order to deliver its purported benefits, engagement needs to be explicitly embedded within an integrated system of HRM policies, practices and procedures".

More specifically, by integrating HRM-performance models (Becker *et al.*, 1997), high performance human research practices (HPHRP) frameworks (Kehoe and Wright, 2013), job-demands resources theory (Bakker and Demerouti, 2014), and SHRM-engagement frameworks (Sparrow, 2014), series of organizational level has been mapped, job level, and individual variance factors that help explain how four key engagement-focused HR practices lead to engagement and consequently to downstream performance results.

By bringing in constructs identified in the HR and engagement literatures, they precisely address the mechanisms by which HR practices and engagement contribute to competitive advantage.

In terms of comprehensive empirical support for the proposed model, research has revealed that HRM systems can impact perceptions of organizational climate (e.g. Gelade and Ivery, 2003; Zacharatoset *al.*, 2005). The modelling of direct and indirect relationships amongst the elements inside the model reflects the proximal and distal influence that HR practices and organizational climate, can have on the individual experience of job resources, psychological safety, engagement, and on further downstream variables such as absence and turnover.

Likewise, personality traits such as conscientiousness and extraversion can impact individual experience of job resources, psychological safety, engagement, and further downstream variables such as job satisfaction, commitment, absence, and turnover intention. This argument is consistent with research displaying, for example, that individual difference factors effect concepts such as job satisfaction (Connolly and Viswesvaran, 2000; Judge *et al.*, 2002); it is also consistent with research (e.g. Schneider *et al.*, 2003) displaying that outcomes such as firm performance also forecast “upstream” engagement linked constructs such as job satisfaction and organizational climate.

1.5. IMPORTANCE OF EMPLOYEE ENGAGEMENT PRACTICES IN TODAY’S ORGANIZATION:

Employee engagement continues to evolve and be recognized as a key factor driving business outcomes. Yet, current research, such as the Deloitte Human Capital Trends report, finds 87% of organizations cite culture and engagement as one of their top challenges.⁴ In combination with only 13% of global employees being engaged in their work, employee engagement continues to be a critical business issue.

Why has employee engagement emerged as such a challenge to the health and long term viability of an organization? Today’s workforce wants a sense of shared purpose with their employer. Employees want to know how their work influences essential business goals and know that they are doing something for the betterment of society. In addition, new workplace demographics, including the emergence of the millennial generation, as well as a more global workforce, have put further pressure on traditional lines of communication, feedback and recognition. As a result, organizations have to rethink “business as usual”.

Employee engagement and corporate culture has become the number one business priority for senior executives because they know that having a purposeful workforce equates to a high-performing one, which is essential for growth and *survival*. Organizations can increase shareholder value by engaging their workforce to increase productivity, innovation, and bottom-line performance, all while decreasing HR costs related to hiring and retention.

Employee engagement is a matter of apprehension for leaders and managers in organisations across the globe. They distinguish it as a vital component affecting organisational efficiency, novelty and competitiveness. This concern is obvious in findings of the Corporate Communication International survey of US chief corporate communicator’s opinion on practices and trends. The

survey recognised employee engagement as one of the three top trends facing organisations (Goodman 2009). In Europe, a UK Government-sponsored review (MacLeod, 2009) states that employee engagement is a cause for concern for leaders in private, public and voluntary sector organisations. In spite of its importance for organisation leaders, there is substantial misperception about the meaning of employee engagement. This leads to cluttered understanding of the term within organisations. Balain and Sparrow (2009) reported a survey which listed twenty different models of engagement within a single organisation. Though the term employee engagement has its roots in academic work, it became largely a business and consultancy issue in the 1990s. Now, the concept is drawing increased attention from academics, predominantly from scholars in business and management, psychology, and organisational behaviour disciplines. Highly engaged employees can replicate the organization's core values, which eventually reinforce the overall organization brand. Having engaged workers, benefits the organization in a number of ways.

- Employees with high levels of engagement are more prospective to display discretionary efforts and expand individual performance.
- Engaged employees are less likely to feel tired or to express distrust or doubt toward the organization.
- A higher level of employee engagement really improved profitability of organization terms of operating income, net income and earnings per share.
- In the service industry in particular, the high level of employee engagement and satisfaction has been found to have positive effects on customer satisfaction as well as productivity.
- It has been proved that with high level of engagement employees are more satisfied and less likely to quit. If they are emotionally connected to people at work and cognitively committed to their work, which are the core dimensions of employee engagement, they are said to have high levels of employee engagement.
- Engaged employees can essentially fortify the corporate brand image.

Bradley Jorgensen (2003) proposes ten universal learning principles as follows, which offer an architecture on which managerial decision making can be premeditated with respect to the employee learning and development initiatives, as part of the employee engagement process:

- **“Organizationally focused:** Sponsored learning and development activities have a clear line of sight to Government and Agency objectives”.
- **“Tailored learning:** Learning is designed to take account of the needs and abilities of the individual learner in the workplace”.

- **“Control:** In partnership with their employer, individual employees assume greater responsibility for the development of their skills and knowledge”.
- **“Multi-mode delivery:** Customised content and delivery is developed to take account of the range of individual learning style, experience, skills and aspirations”.
- **“Partnership:** Cross-sector, industry, professional and community based partnerships facilitate knowledge exchange, learning and innovation”.
- **“Access and equity:** Every individual, regardless of circumstance, is supported in their ability to take full advantage of the learning opportunities afforded to them”.
- **“Value for money:** Cost effective, organizationally appropriate and individually relevant learning activities contribute to the achievement of the organization’s objectives”.
- **“Accountable outcomes:** Evidence from a range of quantitative and qualitative performance measures link learning outcomes to improved individual and team performance”.
- **“Accreditation and recognition:** The means of assessing and certifying learning recognises what an individual knows and is able to do”.
- **“Contextualised learning:** Learning in the workplace keeps pace with the speed of change in business and society”.

Thus, any workplace policy reform agenda should include the adoption of great performance and quality work practices and the amalgamation of these practices into the employment brand reinforced by the above principles.

1.6. EMPLOYEE ENGAGEMENT PROCESS:

The process of engagement may be viewed as follows:

- Designing Innovative ways to get employees on board
- Developing key engagement messages
- Stakeholder engagement strategy
- Measuring attitudes and levels of engagement
- Communication skills development
- Communication campaigns



1.7. MEASURING EMPLOYEE ENGAGEMENT:

Key Constituents by which Employee Engagement can be quantified are:

- Employees' Tenure with the current organization
- Looking for display of emotional involvement in whatever task they do in the organization
- Looking for employees' involvement in doing more than what is expected out of him/her
- Looking for display of pride about the place they work.

1.8. ASPECTS OF EMPLOYEE ENGAGEMENT:

Three basic features of employee engagement as per the global studies are:-

1. "The employees and their own unique psychological make up and experience".
2. "The employers and their ability to create the conditions that promote employee engagement".
3. "Interaction between employees at all levels".

Thus it is mainly the organization's accountability to create an environment and culture favourable to this partnership, and sustain a win-win equation".

1.9. CATEGORIES OF EMPLOYEE ENGAGEMENT:

According to Gallup the Consulting organization there are different types of people:-

Engaged—"Engaged employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their organization and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward".

Not Engaged---"Not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their co-workers".

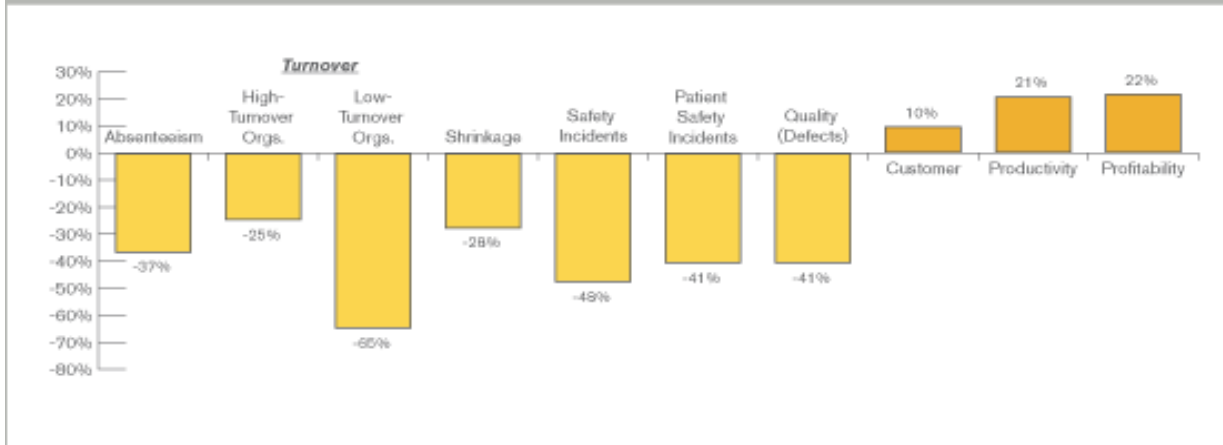
Actively Disengaged—"The actively disengaged employees are the cave dwellers. They're Consistently against Virtually Everything. They're not just unhappy at work, they're busy acting out their unhappiness .They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged co-workers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning".

1.10. KEY BUSINESS OUTCOMES

The 2012 meta-analysis conducted by Gallup confirmed once again that employee engagement is linked to each of the nine performance outcomes listed below. Gallup also found that there existed a strong correlations between engagement and performance. This relationship is highly consistent across various organizations from various industries and various regions of the world.

EMPLOYEE ENGAGEMENT AFFECTS KEY BUSINESS OUTCOMES

Work units in the top quartile in employee engagement outperform bottom-quartile units by 10% on customer ratings, 21% in productivity, and 22% in profitability. Work units in the top quartile also saw significantly lower absenteeism (37%), turnover (25% in high-turnover organizations, 65% in low-turnover organizations), and shrinkage (28%) and fewer safety incidents (48%), patient safety incidents (41%), and quality defects (41%).



Source: GALLUP

As per the survey employee engagement practices on various organizations, implementation of EE practices resulted in the following findings:

- Customer ratings have increased by 10%
- Productivity has increased by 21%
- Profitability has increased by 22%
- Absenteeism level has come down by 37%
- Accidents has come down by 40%
- Quality defects has come down by 41%

1.11. FACTORS LEADING TO EMPLOYEE ENGAGEMENT-

Prior research works have revealed that there are some significant factors which lead to Employee engagement. Some of those factors are listed below.

1.11.1. CAREER DEVELOPMENT- OPPORTUNITIES FOR PERSONAL DEVELOPMENT

Organizations with high levels of engagement offer employees with opportunities to grow their abilities, learn new skills, gain new knowledge and understand their potential.

1.11.2. CAREER DEVELOPMENT – EFFECTIVE MANAGEMENT OF TALENT

Career development influences engagement for employees and retaining the supreme talented employees and offering opportunities for individual development.

Leadership- Clarity of Organization Values:

Employees should be made to understand the core values of the organization, for which it stands. This clarity would help them to work towards organizational as well as individual goals.

Leadership – Respectful Treatment of Employees

Organizations have tasted success by showing respect for qualities of each employee and their contribution –regardless of their job level.

Leadership – Organization’s Standards of Ethical Behaviour

An organization’s ethical standards also lead to engagement of an individual

Empowerment

Employees want to be involved in decisions that affect their work. The leaders who belong to workplaces with high level engagement, create a trustful and thought-provoking environment, in which employees are encouraged to deviate from the prevailing convention and to input and innovate, so as to move the organization forward.

Image

Whether the employees are ready to recommend the products and services, which their organization delivers to its customers, depends mostly on their opinions of the quality of those goods and services. High levels of employee engagement are inextricably related with high levels of customer engagement.

1.11.3. OTHER FACTORS

Equal Opportunities and Fair Treatment

The employee engagement levels would be extraordinary if their bosses (superiors) offer equal chances for growth and development for all the employees

Performance appraisal

Fair appraisal of an employee's performance is a significant condition for defining the level of employee engagement. The organization which carries out an appropriate performance appraisal technique which is expected to be transparent and not biased, will surely have high levels of employee engagement.

Pay and Benefits

The organization should have an appropriate pay system so that the employees are encouraged to work in the organization. In order to increase his engagement levels the employees should also be provided with certain remunerations and compensations.

Health and Safety

Research specifies that the engagement levels are low if the employee does not feel Secure while working. Consequently every organization should adopt appropriate methods and systems for the health and safety of their employees.

Job Satisfaction

It is a known fact that a satisfied employee can only become an engaged employee. Therefore it becomes very essential for any organization to look into it, that the job given to the employee suits his career goals, which in turn will make him enjoy his work and he would eventually be satisfied with his job.

Communication

The organization should follow the open door policy, which means that there should be both upward and downward communication with the use of suitable communication channels in the organization. If the employee is allowed to be expressive and if he is given a say in the decision making process and if he enjoys the right to be heard by his boss, then the engagement levels are likely to be high.

Family Friendliness

It's a known fact that a person's family life influences his work life. When an employee comprehends that the organization is considering his family's welfares also, he will have an emotional connexion with the organization which leads to employee engagement.

Co-operation

If the whole organization works together by assisting each other, that is all the employees as well as the supervisor's co-ordinate well, then the employees will be engaged. In Gallup's State of the Global Workplace report, it is mentioned that only 13% of employees worldwide are engaged at work.

CHAPTER - 2

LITERATURE REVIEW

2. LITERATURE REVIEW

2.1 ANTECEDENTS AND PRECEDENTS OF EMPLOYEE ENGAGEMENT

JD-R theory (Bakker and Demerouti, 2014; Demerouti *et al.*, 2001) states that, work engagement develops, when employees face challenging job demands along with availability of high job resources. Personal resources also positively impact engagement (Xanthopoulou *et al.*, 2009a, b) so that employees are more self-efficacious and find their work meaningful and are thereby acquire ability to mobilize their job resources themselves and eventually become more engaged in work (Albrecht, 2013; Halbesleben, 2010).

Alfes *et al.*, (2013b) in their research have shown, engagement is positively associated with human resource practices that comprise opportunities for training.

Gupta and Kumar (2013) have shown positive association between engagement and employee's perception of fairness during performance appraisals.

Menguc, Auh *et al.* (2013) demonstrated that supervisory feedback is associated positively with engagement, and that engagement fully mediates the relationship between feedback and performance.

Siddhanta & Roy (2012) explored implications for theory, further research and practices by synthesizing modern 'Employee Engagement' activities being practiced by the corporate with the review of findings from previous researches / surveys.

Singh & Shukla (2012) tried to find out the variables that are significant in creating engaged workforce. The study was exploratory and the data was collected from an organization manufacturing tin.

Aguinis *et al.* (2012) argue that feedback can enhance employee engagement when focused on employee's strength, rather than weakness, though weakness and areas of improvement needs to be discussed. To accomplish this, recommendations include close linking of developmental feedback of knowledge and skills that are under the control of employee. (Aguiniset *et al.*, 2012).

Gruman and Saks's (2011) model of engagement management offers to researchers, HR professionals and to managers, a new way to think on generation of high level of performance in the age of knowledge. Prior works on performance management have built on expectancy theory to pinpoint areas where employees invest effort (DeNisi and Pritchard, 2006).

Gruman and Saks's (2011) model also supplements this by addressing the activities that explain reasons for employee engagement. The foregoing discussion suggests about specific performance management practices that are likely to promote engagement that leads to next proposition.

Proper design and management of performance management process will definitely have a positive, direct influence on the employee engagement and also on downstream attitudinal, organizational and behavioural, outcomes.

As mentioned above, an important aspect of the Gruman and Saks' (2011) management model is training. How an organization's learning, training and development process can help in building and maintaining the personal and the work-related resources that are prerequisite for employee engagement, is explained below.

Saks et al., (2011), discussed mainly three interventions for facilitating employee work engagement, i.e.

- (1) Providing optimal mix of job resources and demands;
- (2) Optimization of personal resources achieved through training; and
- (3) Encouragement of employee's engagement in job crafting.

According to Hobfoll *et al.*, 2003 Personal resource is a positive self-evaluation that is linked to resiliency and refer to individuals' sense of their ability to successfully control and impact their environment (Hobfoll *et al.*, 2003).

Susi & Jawaharrani (2011) also examined literature on Employee engagement, work-place culture and policies on work-life balance. Also practices followed by industries in order to promote employee engagement to increase their productivity and retention. Work-life balance is found to be the key driver for employees' satisfaction.

Ram & Gantasala (2011) studied the consequences and antecedents and of employee engagement in the Jordanian Industry.

Bhatla (2011) focused on need for such employees and ways in which their presence improves the work efficiency and progress of the entire organization. He also focused on the Challenges faced by HR managers in improving employee engagement.

Shashi (2011) reiterated the importance of employee communication for the success of a business. She argued that organizations should realize importance of employees, as the most powerful and important contributor to an organization's position competitively.

Bijaya Kumar Sundaray (2011) focused on various factors leading to employee engagement and things organization should do to engage employees. Proper attention to engagement strategies would increase the effectiveness of the organization in terms of higher profits, productivity, customer satisfaction, quality, increased adaptability and employee retention.

Gruman and Saks (2011) put forth the argument that although the ultimate objective of performance management is superior performance, which is considered a distal outcome of the performance management process. Based on the above arguments, Gruman and Saks, proposed a management model designed to generate high levels of employee engagement as a precursor to high level of performance.

Moneet *al.* (2011) summarized the results of a study published by Mone and London (2010) originally, on the topic of how performance management processes affect levels of employee engagement. Mone and London identified about five performance management activities that influence engagement:

1. Setting up performance and development goals;
2. Providing recognition and ongoing feedback;
3. Managing employee development;
4. Conducting appraisals and
5. Creating a climate of empowerment and trust.

This list of recommended activities is generally consistent with accepted performance management practices, and given the reference to job resources such as recognition, feedback and climate.

In their discussion of selection methods, Saks et al., (2011)'s indicated that self-efficacy, organizational-based self-esteem and optimism made a unique contribution to explaining variance in work engagement, over and above the impact of previous levels of engagement and job resources.

Gruman and Saks (2011) argued that due to various reasons, including the reason that contemporary jobs are comparatively less static (Singh, 2008) and commonly have variable, subtler performance standards (Fletcher and Perry, 2001; Pulakos *et al.*, 2008), achieving higher levels of

performance may be best achieved by facilitating the conditions that aid more proximal outcome of engagement, which may later lead to high performance, rather than by trying to directly manage, the more distal outcome of performance .

Salanova *et al.* (2010) and Gruman and Saks (2011) put forth argument that training programs which help employees build their personal resources in turn lead to engagement through Kahn's (1990) psychological experience of availability and meaningfulness . To put this in a simple statement, a systematised focus on training needs, training transfer, training delivery and training effectiveness should be an integral focus of effective performance management and development processes.

Macey, Schneider *et al.* (2009) suggested, a climate of fairness and trust and is essential for employees to act and feel engaged. We would also add that, as per Figure 1, they need to feel psychologically safe too.

Markwick (2009) threw light on what engagement is and revealed that it is important and a complex challenge, and there still remains a great deal of scope for discussion on various approaches.

Simpson (2009) discussed about current state of knowledge about engagement at work in the form of a review of the literature. The review highlighted on the four lines of engagement research and focused on consequences and determinants of engagement at work.

Schaufeli and Salanova (2008) made suggestions that that coaching of employees and helping in planning their work and highlighting potential difficulties, also offering advice and emotional support helps in fostering engagement.

Aguinis and Pierce, (2008) stated that performance management ongoing organizational process which involves wide range of activities that include assessing ,identifying, and facilitating team and individual performance for the goal of achieving organizational objectives.

Studies by Maslach and Leiter, (2008); Saks, (2006) have shown empirical associations between psychological safety and engagement.

Buchner, (2007) highlighted that, due to increase in competitive challenges, many organizations have been focusing on their performance management systems as a means for driving performance improvements. When Performance management processes are appropriately managed,

they result in a direct and positive influence on employee engagement and downstream behavioural, attitudinal, and organizational outcomes.

An individual's intention to leave the organisation is in general regarded as the important measure of how they feel about work. Employees who are engaged are likely to have a greater attachment to the organisation (Schaufeli and Bakker 2004; Truss et al 2006).

This has a twofold implication. While engaging employees can help in reducing organisation's recruitment costs and turnover, it has also found that the longer the employees stay with the organisation, lesser engaged they become (Ferguson 2007 and Truss et al 2006). This evidence stresses on the importance of engagement on ensuring employees engagement in the long term by addressing issues, which are found to matter, rather than allowing the employee-employer relationship become 'stale'.

As an extension of the Gallup findings, Ott (2007) cites their research that found higher workplace engagement as a predictor of higher earnings per share (EPS) among the publicly-traded businesses. When compared to industry competitors at an organization level, organisations with a ratio of more than four engaged employees for one actively disengaged, experienced a 2.6 times more growth in the EPS than organisations with a slightly less than one engaged worker for every actively disengaged employee.

According to one 2006 ISR survey in the service industry, it has been found that the level of employee satisfaction and engagement have positive effects on customer satisfaction and productivity (Harter, Schmidt & Hayes, 2002).

Truss et al. (2006) have found that, overall engaged employees have less likelihood of leaving their employer.

Robinson (2006), stated that employee engagement could be achieved by the creation of an organizational environment in which positive emotions like involvement and pride are encouraged, resulting in improved organizational performance, lower employee turnover and better health.

Crabtree (2005) notes that causality is not necessarily implied by correlation. It could be that employees who feel that their jobs positively affect their health are more optimistic generally and therefore are more likely to be engaged in work. However, this does not change the implication that more engaged employees are more likely to view their jobs as healthy.

Latham *et al.*, (2005) emphasised that performance management should be made an ongoing activity and regular coaching and social support facilitates the development of employee engagement.

Evidence show that women are likely to find more fulfilment in their jobs and are far more engaged than men (Johnson 2005), though there is no incriminating evidence that this finding is generalizable across the globe.

The International Survey Research (ISR) team has found similarly encouraging evidence indicating that organisations can reach their full potential only through emotionally engaging customers and employees. (ISR 2005).

A survey conducted in Thailand in 2005, that revealed only 12 per cent of Thailand's employee population is 'engaged', whereas 82 per cent are found to be 'actively disengaged' and about 6 per cent are disengaged.

Similarly Gallup studies had found the levels of engagement in Australia, China, Japan, New Zealand and Singapore to be 18 per cent, 12 per cent, 9 per cent, 17 per cent and 9 per cent respectively (Gallup 2004). Studies of employee engagement at global level is increasingly worthwhile because of the increase in number of multi-national organisations.

West (2005) argues that when an individual feels positive emotions, he or she is able to think in a flexible, open-minded way. And also is likely to, cope more effectively, feel greater self-control and found to be less defensive in the workplace.

Consultancy firm Towers Perrin conducted Global Workforce Survey (2005) and found disconcerting findings, it was again found in the USA (Seijts and Crim 2006). The results showed up some interesting, and counter-intuitive, findings. Like Mexico and Brazil have been found to have the highest percentage of engaged employees, where as Japan and Italy had the largest percentage of disengaged employees. It has been argued that global research would help employers measure the employee level of engagement as against the norm of the country (ISR 2004).

Corporate Leadership Council (2004), according to them (CLC) engaged workers are more likely found exhibiting discretionary efforts and found to improve individual performance. Additionally, engaged workers are found to be less exhausted or express cynicism towards the organization.

Cufaude (2004) argued that if managers try and employ a philosophy of ‘servant-leadership’, wherein a manager’s primary role becomes supporting and serving employees around them, the environment tends to become ‘highly engaged’.

Soltis (2004) argument is that, to create a highly engaged environment firstly managers must be engaged; “if managers aren’t engaged its less likely employees will respond to any efforts to engage them” (p2).

Some other theorists claim that employee engagement highly depends on offering empowerment and jobs should fit the employees’ interests (Lloyd 2004 and MacDonald 2002).

In short, the literature that surrounds employee involvement make suggestions indicating poor management as the root of employee disengagement. Which makes employees not have a good working relationship with their managers, lack the opportunity to communicate and not have some power in decision-making.

While May et al (2004) listed predictors that are related to the three psychological conditions identified by Kahn (1990), the evidence indicates that the above predictors can only influence any one of those conditions at a given time, there by calling for the need to uncover predictors that affect engagement.

Bakker *et al.*, (2004); May *et al.*, (2004); Schaufeli and Bakker, (2004) argue that facilitation of engagement involves variety of components including job design, training and social support, and coaching. It implies that development processes focused on engagement and performance management should include a two-way conversation and agreement about the range to which employees possess jobs that are created in ways that optimize engagement.

Judge *et al.*, (2004) have investigated and shown that positive self-evaluations predict motivation, goal-setting, and performance. Many authors have investigated on the relationship between personal resources and work engagement.

Buchanan and Huczynski (2004) defined perception as a dynamic psychological process that is responsible for organizing, attending to and interpreting sensory data.

Moore (2004) & Crabtree (2005) found that work-related stress and family stress may be interlinked

May et al (2004) found that safety, meaningfulness, and availability were greatly related to engagement. They also found role fit and job enrichment and to be positive indicators of meaningfulness; rewarding co-worker and supportive supervisor relations were positive predictors of safety, while sticking to co-worker norms and self-consciousness are negative predictors.

Baumruk (2004), Richman (2006) and Shaw (2005) elucidated that employee engagement is defined as intellectual and emotional and commitment to the organisation and the amount of discretionary effort showed by employees in their job.

Recent research has indicated that work-related stress and family stress may be interlinked (Moore, 2004; Crabtree, 2005).

A Gallup survey enquired employees about if they had three or more instances in the past month when work related stress caused them to behave badly with their family or friends. The findings implicated that 51 per cent of actively disengaged employees said yes, in comparison to 18 per cent of engaged employees and 35 per cent of not so engaged employees.

We earlier saw that relationships in the workplace are also been found to have an impact on 'meaningfulness', relates to engagement (May et al 2004).

The Gallup Organisation (2004) found crucial links between employee engagement, business growth, customer loyalty and profitability. The comparison of the scores of these variables among a sample of stores scoring in the top 25 per cent on employee engagement and customer loyalty with those in the bottom 25 per cent. Stores in the bottom 25 per cent under-performed across the productivity measures: customer complaints, sales and turnover.

In 2004, the International research consultancy, International Survey Research (ISR) completed a critical survey into the causes and nature of employee engagement and how companies can improve on engagement to enhance business performance. The survey was conducted across ten of the world's largest economies - Australia, Brazil, Canada, France, Germany, Hong Kong, the Netherlands, Singapore, the UK and the USA, involving nearly 160,000 employees from across a broad spectrum of industries. The survey highlights large variations among the 10 countries in terms of employees' overall commitment to, and involvement with their employers. For example, in Brazil and in the US, 75 per cent of employees were found to be engaged with their companies, whilst only 59 percent of French employees were engaged. The research demonstrates that one size does not fit all when it comes to motivating employees to engage with their organization and work. For example, in Australia, Singapore, and Hong Kong, the extent to which organization management is respected

emerged as an influential determinant of engagement. In the UK and US, on the other hand, a more important factor was the degree to which organisations provide long-term employment and career opportunities.

Johnson (2002) investigation from the USA indicates about roughly half of Americans in workforce are not entirely engaged or disengaged.

May et al's (2004) results support Maslach et al's (2001) concept of valued and meaningful work being mixed with engagement, and thereby it is very important to look in to the concept of 'meaning'.

Robinson et al (2004) found key behaviours that are associated with employee engagement. The behaviour includes a desire to work in making things better, understanding the business context, belief in the organisation and understanding the 'bigger picture'. This also includes being respectful and helpful to colleagues, willingness to 'go the extra mile' and keeping up to date with developments in the field.

The research also found that employee engagement is closely linked to perceptions and feelings around being involved, and valued. The key to internal co-operation, a focus on employee development, and a commitment to employee wellbeing and clear, accessible human resources policies and practices to which managers at all levels were committed. Evidence also suggests that employee engagement is related to emotional experiences and wellbeing (May et al 2004).

Purcell et al's (2003) study found a number of factors to be strongly associated with high levels of employee engagement. The one thing common to all this was that they were connected to an employee's involvement in practices related to work. For instance, effective communication is a crucial factor as levels of engagement was affected by the amount of information received by employees about the performance of the organization and how their contribution to the organization is critical in achieving business objectives.

Research has shown that employee engagement tends to relay on factors such as the relationship with their managers (Blizzard 2003).

The Towers Perrin (2003) study of engagement identified both rationality and emotions as core components. They also found that emotional factors are linked to an individual's personal satisfaction, sense of affirmation and inspiration they get from work and from their being a part of the organisation.

According to this research, the impact of employees' dissatisfaction is found in, various aspects of work experience, like overwhelming workloads, non-communicative and distant senior leadership, and a lack of opportunities for development (Towers Perrin 2003). This shows the significance of actions of management in determining levels of employee engagement.

A useful comparison between a range of demographic segments, from job level (senior executive, director/manager, supervisor/foreman, specialist/professional, non-management salaried and non-management hourly) to industry category (non-profit, high tech, heavy manufacturing, insurance, pharmaceuticals, hospital and finance/banking) was carried out by researchers at Towers Perrin (2003), who found a pattern across the segments.

There is a belief in general that there is a connection between business results and employee engagement; a meta-analysis conducted by Harter et al (2002:272) elucidates this connection. They came to a conclusion that, "...employee satisfaction and engagement are related to meaningful business outcomes at a magnitude that is important to many organisations". Though engagement is individual-level construct and if it leads to business results, it must first impact individual-level outcomes. Therefore, it can be expected that employee engagement is related to individuals' intentions, attentions, and behaviours.

The studies by Robert Eisenberger, Linda Rhoades, and Stephen Armeli, 2001, provide enough evidence that perceived organizational support (POS) is an important parameter in the employee commitment levels and establishes the importance of employee engagement.

High involvement workplaces use "a system of management practices giving their 17 employees skills, information, motivation, and latitude and resulting in a workforce that is a source of competitive advantage" (Guthrie 2001:181).

While women experience enrichment from family to work, men experience no links from family to work (Rothbard 1999). Furthermore, Gallup's US research concluded that women tend to find more fulfilment in their jobs and are more engaged than men are (Johnson 2004).

Similarly, Heimer (1999) argues that increased profitability, innovation, good decision-making and efficient performance are brought about by emotions that are managed. (Holbeche and Springett 2003).

Cooper (1997) argues that research shows that if emotions are managed properly rather than shut out at work, they can drive loyalty, trust and commitment and great productivity gains by teams, individuals, and organisations.

In 1990 research was carried out by the University of Sheffield on factory workers and the number of injuries they reported given the differing levels of control over their work (Beardwell and Claydon 2007). It was found that, after the workers were given adequate training and freedom to make repairs to their equipment instead of having to call a supervisor when they experienced a problem, reported fewer injuries. This suggests that workers who feel they possess control over their destiny at work, a key part of employee engagement, they are more likely to stay focused and are less likely to make mistakes. Management control is considered to hinder an employees' perception of safety that has been found to be one of psychological conditions affecting engagement at work (May et al 2004).

According to Deci and Ryan (1987) management that foster a supportive work environment display concern for employees' feelings and needs, provides positive feedback and encourage them to voice their concerns, develops new skills and solve work related problems. Employees who are self-determined experience a "sense of choice in initiating and regulating one's own actions" (ibid: 580). As a result, these individuals are likely to feel safer to engage themselves more fully, try out novel ways of doing things and discuss mistakes (Edmondson 1999). Where management is supportive of an employee's self-determination, the trust between the two parties is enhanced (Deci and Ryan 1987).

Fred Luthans and Suzanne J. Peterson in their study tested two hypotheses: 1) A manager's self-efficacy will mediate the relationship between his or her employee's engagement and multiple ratings of the manager's effectiveness. 2) The manager's self-efficacy will be a partial mediator of the relationship between his/her employee's engagement and the manager's rated effectiveness in that the dimensions of the employee engagement will have direct effects on their manager's rated effectiveness and indirect effects through self-efficacy.

The results highlight that both the cognitive and emotional engagement of employees are related to their manager's self-efficacy and that this was related to their perceived effectiveness as evaluated by their peers and their subordinates the managers themselves,. Eventually the results also show that the manager's self-efficacy is a partial mediator of the relationship between the cognitive and emotional engagement of their subordinates' and their perceived managerial effectiveness.

According to Michalski et al., (2002) due to higher levels of education, rising productivity, sustained economic growth individuals in the developed world have increasingly become more concerned with quality of life issues.

According to Ashton and Sung, 2002; Castells, 2000; Hull and Read, 2003; Kochan and Foote-Whyte, (1999).studies also shows a link between productivity of companies with high performance and the satisfaction of values such as: participation in decision-making, autonomy and participation in job-design.

Schaufeli and Bakker (2004),though there are many definitions of employee engagement, the common theme is captured in the definition provided by “Positive, fulfilling, work-related state of mind that is characterized by vigour (feeling energetic and resilience at work), dedication (being proud of and happy about one’s work) and absorption (being totally immersed in ones’ work).”

Cooper (1997) explained that if emotions are properly managed rather than shut out at work, they can drive trust, loyalty and commitment and great productivity gains by individuals, organizations and teams.

Hyman and Mason (1995) argue that employee involvement schemes “extend little or no input into corporate or higher level decision making” and generally do not promise any significant sharing of authority and power. Similarly, Blyton and Turnbull (2004:272) argued that employee involvement is ‘soft on power’. However, Purcell et al’s (2003) investigation found that involvement in decisions pertaining the job or work to be an important factor, which is strongly associated with high level of employee engagement and thus demonstrating that it is an important driver. In any work situation or role, employees have a degree of choice and discretion over how they perform their responsibilities and tasks (Robinson 2006).

Kahn (1990:694) states employee engagement is “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, emotionally and cognitively during role performances”. The cognitive aspect of employee engagement concerns employees’ beliefs about organisation, leaders and working conditions. The emotional aspect is concerned with how employees feel about each of those three factors and whether they have negative or positive attitude towards the organisation and its leaders. The physical aspects of employee engagement concern the physical energies exerted by individuals to accomplish their roles. According to Kahn (1990), engagement means to be physically as well as psychologically present when performing occupying and an organisational role.

Schaufeli & Bakker, (2004) state that building a strong corporate brand starts with employee branding, that refers to aligning corporate and employee values together, along with empowering them to live core values at work, and in the lives. If employee perceives that resources are not available to perform the job, they become less engaged to work, which can lead to turnover.

Thus, it is necessary to develop a selection program that can reflect corporate well as clearly lay out corporate expectations and promises. The end result of these efforts will be engaged employees who are empowered to act on corporate values. Meyer & Allen, 1991; Mowday, Porter, & Steers, (1982).

Affectively committed employees are seen as having a sense of belonging and identification that increases their involvement in the organization's activities, their willingness to pursue the organization's goals, and their desire to remain with the organization.

Hutchison (1997) reported reliable relationships between supervisor support and Perceived Organization Support and between Perceived Organization Support and Active Commitment. Affective commitment was established to be influenced by additional steps taken by the organization, including supportive and caring treatment by the supervisors, including leader consideration (Bycio, Hackett, & Allen, 1995; DeCotiis & Summers, 1987; Mottaz, 1998), and high quality exchanges between leader and member (Settoon et al., 1996; Wayne et al., 1997).

Rousseau and her colleagues (Rousseau, 1995; Rousseau & Tijoriwala, 1998) argued that employees develop a psychological contract concerning the mutual obligations between themselves and their employer. Repeated contract violations increase the likelihood of the employee withdrawal behaviours such as absenteeism and voluntary turnover (Rousseau, 1995).

Relational contracts, involving open-ended, long-term commitments by employees and organizations to look out for each other's welfare, were found to be maintained by organizational actions that met employees' needs and created trust in the organization to fulfil its obligations (Robinson & Wolfe Morrison, 1995; Rousseau & McLearn Parks, 1993). Eisenberger et al. (1997; Koys, 1991) reported that favourable work experiences were associated with POS to the extent that the employees believed them to be within the discretion of the management and the organization's voluntary control.

Engagement has not only been found to impact important work outcomes, but it has also been found to be more associated with health issues, such as depressive symptoms and physical problems, which may affect employee well-being (Hallberg & Schaufeli, 2006). If organizations fail to

communicate with employees regarding what to expect or what is expected and fail to show enthusiastic efforts of valuing their people, employees may not feel valuable or motivated. Thus, it requires constant communication between employees and employers to reach balanced expectations.

Knowing value propositions (i.e. what to expect and what is expected) and having personal values consistent with them can help organizations utilize employees as representatives of the corporate brand, since awareness of value propositions is the first step of building a brand (Sandberg, 2001).

Albert, Ashforth, and Dutton (2000) suggest that by internalizing the organizational identity as a definition of the self, the individual gains a sense of meaningfulness and connectedness. Thus, individuals may feel a sense of psychological ownership over a target at multiple levels to the extent that it appeals to and affirms their values and self-identity. Since people are expressive and seek opportunities to affirm their self-identity, the need for self-identity can be considered a potential component of psychological ownership.

Susi & Jawaharrani (2011) examined some of the literature on Employee engagement, explore work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employees' productivity and retain them. Work-life balance is key driver of employees' satisfaction.

Ram & Gantasala (2011) investigated the antecedents and consequences of employee engagement in Jordanian Industry.

Bhatla (2011) focused on the need for such employees and how their presence can improve the progress and work efficiency of the organization as a whole. Also focused on the challenges faced by the HR managers to improve employee engagement for an organization's survival.

Shashi reinforced the importance of employee communication on the success of a business. She revealed that an organization should realize the importance of employees, more than any other variable, as the most powerful contributor to an organization's competitive position. Bijaya Kumar Sundaray focused on various factors which lead to employee engagement and what should organization do to make the employees engaged. Proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability.

Penna (2007) in his research work presents a hierarchical model of engagement. This model specifies that staff always seek to find "meaning" at work. Penna defines "meaning" as fulfilment the employee would get from the job. Fulfilment comes when the employee is valued and appreciated, for the task he does, for having a sense of belongingness to the organization, and feeling as though they are making a vital contribution. Penna states with these measures in hand, the organization becomes more attractive to new potential employees as well as more engaging to its existing staff.

As per Lawler and Worley (2006) who have contributed enough towards employee engagement, for a high-involvement work practice to be operative and for it to have a positive influence on employee engagement, employees must be given power to express their ideas.

Cooper (1997) in his work has explained that if feelings are properly handled, they can drive trust, devotion and obligation and boundless productivity gains by individuals, teams and organizations.

Buchanan and Huczynski (2004) in their work has defined perception of employees on organization and managers, as the dynamic psychological process responsible for attending to, organizing and interpreting sensory data, which would enhance employee engagement.

Wilson (2004) has commented that feelings connect us with our realities of workplace life and also provide us with an internal feedback on how we are performing, what we might need and what we might do in the near future etc., Being in organizations at times get us involved in negative emotions like worry, envy, hurt, sadness, boredom etc.,. Engaging ourselves on various extra role activities will help us to handle such negative emotions.

Many of the references on employee engagement comes from survey houses and consultancies. It is least considered as an academic concept. Though the concept is relatively new for HRM and it has appeared in the literatures for nearly two decades (Rafferty, Maben, West and Robinson, 2005, Ellis and Sorensen, 2007).

It is established that an employee who is engaged comprehends the context in which the business functions, and works as a team with the other employees, to contribute towards the achievement of the organizational goals. In exchange, the organization needs to also enable and foster engagement, which demands a 2-way relations and willingness, to build bonds by both the employer and the employee. This clarification put forth by Institute of Employment Studies gives a clear insight that employee engagement is the outcome of two-way relationship, between employer and employee, mentioning that there lot of things to be done by both sides.

Additionally, Fernandez (2007) demonstrations on employee engagement shows that the distinction between job satisfaction, a well-known construct in management, and engagement competing that employee satisfaction and employee engagement are way too different concepts, and as managers cannot rely on employee satisfaction to help retain the best, employee engagement becomes a critical concept.

Engagement is all about passion and commitment, the willingness of the employee to invest oneself and magnify one's discretionary effort to support the employer succeed, which is beyond simple contentment with the employment arrangement or basic faithfulness towards the employer (Blessing White, 2008, Erickson, 2005).

Vance (2006) elucidates the fact that employee engagement is indistinguishably linked with employer practices. To throw light on the ways, in which employer practices influences job performance and engagement, he has presented a job performance model. According to him, Employee engagement is the result of personal attributes which includes knowledge, temperament, skills, abilities, attitudes and personality, organizational context which includes leadership, social setting and physical setting and HR practices which directly affect the process, person and context components of job performance.

Researches also specify that the more engaged the employees are, the more likely is their employers' increase in its revenue growth. Employee engagement is found to be higher in companies which have achieved high turnover of revenue. Research has also indicated that engagement is positively related to customer satisfaction (Coffman, 2000; Hewitt Associates, 2004; Heintzman and Marson, 2005; Coffman and Gonzalez-Molina, 2002).

“An employee who exhibits high levels of engagement is understood to be physically involved, cognitively vigilant, and passionately connected”. (Kahn, 1990).

Burnout Engagement is defined as an emotional syndrome characterized by fatigue, sarcasm, and inefficacy, which is experienced when employees undergo chronic job stressors. The inventory which is widely used to measure burnout engagement is Maslach burnout inventory.

Koyunca, Burke and Fiksenbaum (2006) examined the different precursors and consequences of work engagement for when they studied the Turkish bankers. The results of the study reflected that the following antecedents such as rewards and recognition, value fit and control were found to accurately predict engagement measures. Vigor predicted psychological well-being as the outcomes.

Several consulting firms have brought out various business outcomes of employee engagement, which includes individual productivity as per the Corporate Executive Board [CEB], (2004) and Kenexa, (2008)

DDI, Gallup (2007), Hewitt Associates (2004), International Survey Research (2007), Towers Perrin (2003), in their research and survey reports have brought out that employee engagement results in increase in sales and revenue growth.

Hewitt Associates (2004), Towers Perrin (2003), in their research and survey reports have elucidated that employee engagement results in control over cost of goods sold.

Gallup (2003), Hewitt Research Associates (2004), Towers Perrin (2003) in their research and survey reports have made it evident that employee engagement results in improved financial performance

Gallup (2004), in their research and survey reports have stated that employee engagement results in reduced absenteeism

Towers Perrin (2003), in their research and survey reports have brought out that employee engagement results in reduced turnover.

Heintzman & Marson (2005), Ellis & Sorensen (2007), through their works have proved that employee engagement has also been tied to customer satisfaction, retention, and loyalty

Konrad (2006), in his work has stated that engagement is closely linked to feelings and perceptions about being valued and involved, which in turn brings in the discretionary effort that lead to enhanced performance of employees. Evidence like this strengthens the fact that management has to show inclination to include and allow employees to be stakeholders in important decision making processes. Reluctance to do so would only result in a workforce which leaves them unengaged.

Regardless of this headway, relatively low levels of employee engagement continue to be reported in organizations across the globe. Aon Hewitt (2013), reported that four out of every ten employees they had surveyed were not engaged, and two out of ten were actively disengaged.

Saks came out with a high level model to help explain, how a strategic focus on engagement can lead to competitive advantage. In doing so, the researchers and practitioners are trying to bring in

an integration across the human resource management and engagement literatures that, which so far, have largely run in parallel.

Research has also revealed that organizational climate can effect job resources and job demands (Dollard and Bakker, 2010), which in turn influence personal resources such as the psychological experience of safety, meaningfulness, and availability. These three above said factors in turn influence engagement (Kahn, 1990, May *et al.*, 2004).

Employee Engagement is stated to influence the magnitude to which employees engage job crafting behaviour (Tims *et al.*, in press), and also the degree to which they will express their ideas, suggestions, and concerns (Morrison, 2014).

In addition, employee engagement has been stated to bring in change in a range of attitudinal, behavioural, performance, and financial outcomes (Christian *et al.*, 2011; Halbesleben, 2010; Macey *et al.*, 2009). Halbesleben's (2010) in his meta-analysis on employee engagement depicted that engagement is positively associated with factors like commitment, health, turnover intention, and performance.

Truss *et al.* (2013) in his recent work proposed that employee engagement may finally deliver the key to understand the effectiveness of HRM practices, which would lead to higher individual and organizational performance. Nevertheless, the conceptual and empirical links between HRM practices and employee engagement, and that of between engagement and performance, has so far not been established (Guest, 2014, Sparrow and Balain, 2010).

Till date, there has only been very limited research examining the role of HRM practices which brings in individual and organizational outcomes through employee engagement (Alfeset *al.*, 2013, Truss *et al.*, 2013). Assuming employee engagement is essentially a motivational concept, further incorporation of the engagement and HR literatures and frameworks is clearly warranted.

Saks, (2010), in his research paper provide an overview of employee engagement and define the functioning as an integrating concept which explains individual performance, organizational performance, and competitive advantage. In accordance with the model described above, it is also explained how four key engagement-related HR practices namely employee selection, socialization, performance management, and learning and development, influence organizational climate, the demands and resources practised by employees in their work roles, the psychological understanding of meaningfulness, safety and availability, employee engagement, and attitudinal, behavioural and performance outcomes.

Even though each HRM practice is addressed as a relatively distinct element of the HRM system, the SHRM literature suggest that synergistic systems of HRM practices are said to be more effective at influencing individual and organizational outcomes, and ultimately competitive advantage, than discrete or disconnected HRM practices and initiatives (Becker and Huselid, 2006).

The job demands-resources (JD-R) model (Bakker and Demerouti, 2007) is said to be the most widely quoted theoretical model of work engagement, which describes how job resources like autonomy, feedback, and supervisor support and personal resources like self-efficacy, optimism, and resilience directly affect work engagement, which in turn impacts important downstream consequences such as in-role performance, extra-role performance, creativity, and financial returns.

In 2006, The Conference Board published an article ‘Employee Engagement – A review of current research and its implication’ on the basis of some major studies conducted by Gallup, Towers Perrin, Blessing White, The Corporate Leadership Council and others. It identified following key drivers related to employee engagement as:

- Trust & integrity – managers should communicate well and go by their words.
- Nature of the job – employees should find their job challenging enough to motivate themselves.
- Line of sight between employee performance and company performance – employee should have clear understanding as to how they contribute to the company’s performance.

Career growth opportunities – employees should have clear career path and growth.

- Pride about the company – employees should feel esteemed by being associated with the organization.
- Co-workers / team members – relationship with colleagues significantly increase employee engagement level.

There are few more drivers’ enables to enhance employee engagement like as:

- A culture of respect where good job is appreciated
- Feedback, counselling and mentoring
- Fair reward, recognition and incentive scheme
- Effective leadership
- Clear job expectations
- Adequate tools to perform work responsibilities
- Motivation.

Job satisfaction is a mix of individual attitudes on various aspects of the job: relations with co-workers and supervisors, the work itself, and the organizational infrastructure and processes (Lee, 2000). Using all these conceptualizations, in this study, job satisfaction is the subjective, individual-level attitude representing an individual's general affective reaction to a job (Cranny, Smith, & Stone, 1992). Simply put, job satisfaction is the extent to which people like their jobs (Odom, Boxx, & Dunn, 1990; Spector, 1996).

The review of literature revealed that job satisfaction is distinct from two other attitudinal constructs: job involvement and organizational commitment (Kanungo, 1982; Lawler & Hall, 1970; Locke, 1976; Mowday, Steers, & Porter, 1979; Steers, 1977).

Organizational commitment can be defined as "the relative strength of an individual's identification with, and involvement in, a particular organization" (Mowday et al., 1979).

Although both job satisfaction and organizational commitment are closely related in that both are affective responses, the two constructs are different because of their referent objects; job satisfaction focuses on the work environment where employees perform their duties while organizational commitment focuses on employees attachment and allegiance to the organization they work for (Lee, 2000).

Job satisfaction traditionally has been distinct from job involvement. Job involvement is defined as psychological identification with a job (Kanungo, 1982). Although both constructs refer to a specific job, job satisfaction pertains to the emotional state of liking a job (Locke, 1976; Kanungo, 1982).

An engaged employee is satisfied with his job, who understands and is aligned with the organization's goals, is a productive, profitable employee, and one who creates customer loyalty, remains with the organization, practices safety and is strongly aligned with the organization's brand values. It is important to quantify the magnitude of employee engagement in order to enhance it (Forum Research 2013).

Wherever employees are genuinely engaged, such organizations are found to enjoy lot of benefits, including and not limited to higher levels of retention, productivity, customer satisfaction, innovation, and quality. Such organizations also have employees who require less training time, experience less illness, and have fewer accidents.

Employee satisfaction is the minimum entry fee that needs to be met in order for an employee to be fully engaged by (Laura Sheffield, 2010)

The topic of employee engagement has attracted enormous interest over the past decade or two. Macey *et al.* (2009) commented that “rarely has a term [...] resonated as strongly with business executives as employee engagement has in recent years”(p. xv).

Consequently, considerable progress has been made with respect to clarifying and defining the construct, distinguishing it from related, though not identical constructs (Hallberg and Schaufeli, 2006), and understanding its antecedents and outcomes (see Bakker *et al.*, 2014; Christian *et al.*, 2011; Crawford *et al.*, 2010; Demerouti and Cropanzano, 2010; Halbesleben, 2010; Maunoet *et al.*, 2010 for meta-analyses and reviews).

Despite this progress, relatively low levels of employee engagement continue to be reported in organizations across the globe. Aon Hewitt (2013), for example, reported that four out of every ten employees they surveyed were not engaged, and two out of ten were actively disengaged.

According to Deci and Ryan (1987) management which fosters a supportive work environment typically displays concern for employees’ needs and feelings, provides positive feedback and encourage them to voice their concerns, develops new skills and solve work related problems.

Further than performance-related consequences, Bakker and Demerouti (2014) noted that JD-R research is also used to explain significant individual well-being consequences such as burnout, organizational obligation, work satisfaction, connectedness, job satisfaction, and sickness absenteeism.

Similarly, Robertson and Cooper (2010) clearly documented the important well-being, positive psychological, and eudemonic dimensions of engagement in a concept they mentioned to as “full engagement”. More usually, inherent motivation is fundamental to an understanding of employee engagement .There are four important HRM practices that are stated to be important for promoting employee engagement:

- a. Selection
- b. Socialization
- c. Performance management, and
- d. Training.

The emphasis is on these four practices as they are core HR functions that organization's prerequisite to attend to regardless of their particular HR strategic focus.

More specifically, Inceoglu and Warr (2011) stated that because engagement is well-defined as a comparatively activated and energized state, "it can be projected that features of personality that are themselves more triggered and energized will be reflected in engagement".

Though, the research has largely focused on the effectiveness of socialization strategies and practices in terms of ambiguity reduction, information and knowledge attainment, and learning socialization content (Ashforth *et al.*, 2007, Saks and Ashforth, 1997).

Considerably less research has been dedicated to learning how organizations can nurture and build on the positive energy and enthusiasm of newcomers and to involve them in their new job and organization. This inaccuracy exists despite several decades of research showing that soon after organizational entry, newcomers' perceptions of job attractiveness, job satisfaction, motivation and commitment decline (Van Maanen, 1975).

Boswell *et al.* (2005) claimed that such "hangover effects" occur as the "initial high of a new job is likely to come down as employees become settled, engaging themselves in more mundane job activities".

HR socialization practices should deliver newcomers with means that will lead to psychological conditions, which in turn will lead to engagement. Although numerous socialization practices have been experimented in the socialization literature, they have not previously been considered as resources within the context of the JD-R model.

Managers also need to endorse the organization's mission, vision, values, and culture. Missions and cultures that promote a robust sense of community nurture feelings of meaningfulness at work (Pratt and Ashforth, 2003).

Psychological safety refers to the degree to which new employees feel able to employ and express their true selves without fear of negative consequences. (Kahn, 1990). Kahn found that psychological safety was inclined by personal relationships, group and intergroup dynamic forces, administration styles and processes, and administrative norms. Kahn also suggested that management which is helpful, trusting, and clarifying leads to greater emotional safety.

The significance of social support and relational interactions with insiders has long been well-thought-out a critical factor in the socialization of newcomers. Lundberg and Young (1997),

found that the critical events reported most frequently intricate supportiveness and concerned from co-workers and managers.

More particularly, Bauer and Green (1998) found that manager expounding behaviour was positively related to role lucidity and performance efficacy, and that manager supporting behaviour was absolutely related to approaches of acceptance by the manager. Thus, socialization agents seem to be especially important means in terms of friendship, social support, and expounding behaviour that can help to create a sense of psychological safety.

Indeed, the frequency of interactions with insiders has been defined as the primary mechanism through which socialization happens and newcomers are converted into insiders (Reichers, 1987).

Such orientation and training programs will confirm that the new employee gains the knowledge and skills essential to perform the job tasks and roles, and to offer them with managing strategies for managing the job demands. Moreover, given that self-efficacy has been found to be absolutely related to newcomer adjustment (Saks, 1995) and engagement (Saks and Gruman, 2011), HRM professionals need to integrate self-efficacy training in socialization processes and programs.

Schaufeli and Salanova (2007) recommended that endorsing and training of self-efficacy is foundational for nurturing engagement.

After reviewing research, it can also be decided that high levels of employee engagement may lead to better-quality employee commitment & involvement towards respective jobs and thus generating a motivated workforce – that will work together to attain the common goals of the organization.

Research Gap:

- Very few works discussed the influence of all the possible organizational and individual determinants on Employee Engagement.
- Prior research has not focused on specific services sector viz banking, Telecom and information technology.

CHAPTER - 3

**RESEARCH
METHODOLOGY**

3. RESEARCH METHODOLOGY

3.1 RESEARCH QUESTIONS, OBJECTIVES AND HYPOTHESES

3.1.1. RESEARCH QUESTIONS

Based on the gap identified in the literature review, various Research Questions are formulated for the present research study. The study mainly tries to find out the role of various organizational and individual determinants on employee engagement of employees.

To study this various research questions were formulated:

1. Whether employee engagement is significantly influenced by the degree of alignment of objectives with vision and mission of the organization.
2. How Basic infrastructure and hygiene in the organization significantly impacts employee engagement level in the organization?
3. Whether work life balance in companies significantly lead to engaged workforce?
4. How effective recruitment with right role and job fit for the employees significantly increases employee engagement?
5. Is there a significant relationship between internal communication and employee engagement?
6. Does the presence of supportive manager significantly help in creating engaged employees?
7. Whether a culture based on teamwork and interpersonal relationships significantly helps in employee engagement?
8. Whether opportunities for talent development in organization significantly help in creating engaged employees?
9. Does leadership qualities have a significant influence on employee engagement in organizations?
10. How employee well-being has a significant influence on the employee's engagement level?

11. Whether the Employees' perspective of Employee Engagement differ with Employers' perspective?
12. Is there any significant difference as perceived by employees, with respect to demographic factors?

3.1.2. RESEARCH OBJECTIVES:

The broad objective of this research is to understand employee engagement in different service organizations. Based on the broad objective, following objectives were formulated.

1. To examine the role of demographic factors on employee engagement practices.
2. To determine the factors influencing employee engagement practices.
3. To compare the employee engagement practices in the three sectors under the study.

Employee engagement practices are implemented in the organization through the following factors namely Aligning Vision and mission to objectives, Basic infrastructure and hygiene, Work life balance, recruitment with right role and job fit, internal communication, Presence of supportive manager, culture based on teamwork and interpersonal relationships, Opportunities for talent development, Leadership qualities and Employee well-being, identified from prior research.

3.1.3. RESEARCH HYPOTHESES:

The following hypotheses were formulated to study the employee engagement process, factors and various dimensions related to employee's engagement level in organizations, as perceived by the employees.

Hypothesis (H1): Alignment of objectives with vision and mission is significantly related to employee engagement practices.

Hypothesis (H2): Basic infrastructure and hygiene in the organization is significantly related to employee engagement level in the organization

Hypothesis (H3): Work life balance in companies is significantly related to employee engagement level in the organization

Hypothesis (H4): Effective recruitment with right role and job fit for the employees is significantly related to employee engagement level in the organization.

Hypothesis (H5): internal communication is significantly related to employee engagement level in the organization.

Hypothesis (H6): Presence of supportive manager is significantly related to employee engagement level in the organization.

Hypothesis (H7): A culture based on teamwork and interpersonal relationships is significantly related to employee engagement level in the organization.

Hypothesis (H8): Opportunities for talent development in organization is significantly related to employee engagement level in the organization.

Hypothesis (H9): Leadership qualities is significantly related to employee engagement level in the organization.

Hypothesis (H10): Employee well-being is significantly related to employee engagement level in the organization.

Hypothesis (H11): There is significant difference in employee engagement practices between the sectors.

Hypothesis (H12): Gender brings in a significant difference in Employees' perception on Employee engagement.

Hypothesis (H13): Educational Qualification brings in a significant difference in Employees' perception on Employee engagement.

Hypothesis (H14): Experience brings in a significant difference in Employees' perception on Employee engagement.

Hypothesis (H15): Age brings in a significant difference in Employees' perception on Employee engagement.

3.2 RESEARCH DESIGN AND METHODOLOGY

Research Approach

The research design provides the structure of the research and links all of the elements of the research together. It provides the researcher the opportunity to carefully consider the research and to plan the way in which they will approach the research.

Descriptive Approach

Descriptive research design is a scientific method which involves observing and describing the behaviour of a subject without influencing it in any way. Various important variables, their relationships, their interdependence, etc. is studied extensively.

This describes:

- the parameters influencing employee engagement in the organizations,
- study of associations among the different variables (correlational study)

Quantitative Approach

Quantitative research has been used to select and study various variables. To analyse the objectives and test the hypotheses, various quantitative factors were measured and analysed empirically by using different statistical and quantitative techniques.

3.3 SOURCES OF DATA

Both primary as well as secondary data were collected for the present study.

Sources of Primary Data

Researchers need to consider the sources on which to base and confirm their research and findings. They have a choice between primary data and secondary sources and the use of both. The primary data was collected from the employees and employers. A specially designed questionnaire was used for collecting the primary data from employees as well as employer and the responses were collected from through online administration as well as administering hard copies.

Sources of Secondary Data

The major source of secondary data included journals, publications, periodicals and various books on different aspects of business. Historical data was collected from previous research sources.

3.4 SAMPLE DESIGN

The research was carried out in different organizations across the three service sectors, namely IT/ITES (Information Technology/Information Technology Enabled Services), Telecom and Banking in erstwhile Andhra Pradesh, India.

Sampling Method adopted for the study

The sampling method adopted for the study involves purposive sampling.

Purposive Sampling

Judgmental sample is one that is selected based on the knowledge of a population and the purpose of the study. The subjects are selected because of some characteristic.

Purposive sampling, also known as judgmental, selective or subjective sampling, is a type of non-probability sampling technique. Non-probability sampling focuses on sampling techniques where the units that are investigated are based on the judgement of the researcher.

Whilst the various purposive sampling techniques each have different goals, they can provide researchers with the justification to make generalisations from the sample that is being studied, whether such generalisations are theoretical, analytic and/or logical in nature.

Purposive sampling is explicitly chosen to be non-representative to attain a specific analytical objective. This form of sampling necessitates the following two steps:

- i. Find the characteristics of the sub-groups quickly based on the expertise of the practitioners.
- ii. To find the organization-wise strata of the population to be representative of the population.

The following Parameters were identified for selecting the organizations:

- i. Organizations which have a Structure Employee Engagement Practice.

- ii. Public and Private Sector Organizations, registered under the Ministry of Corporate Affairs.
- iii. Organizations operational for at least ten years

Judgemental sampling, based on three parameters, was used to select the organizations under various sectors for the study. Thus the respondents from these organizations were administered structured questionnaires and data was collected.

3.5. DESCRIPTION OF THE SAMPLE FOR THE STUDY

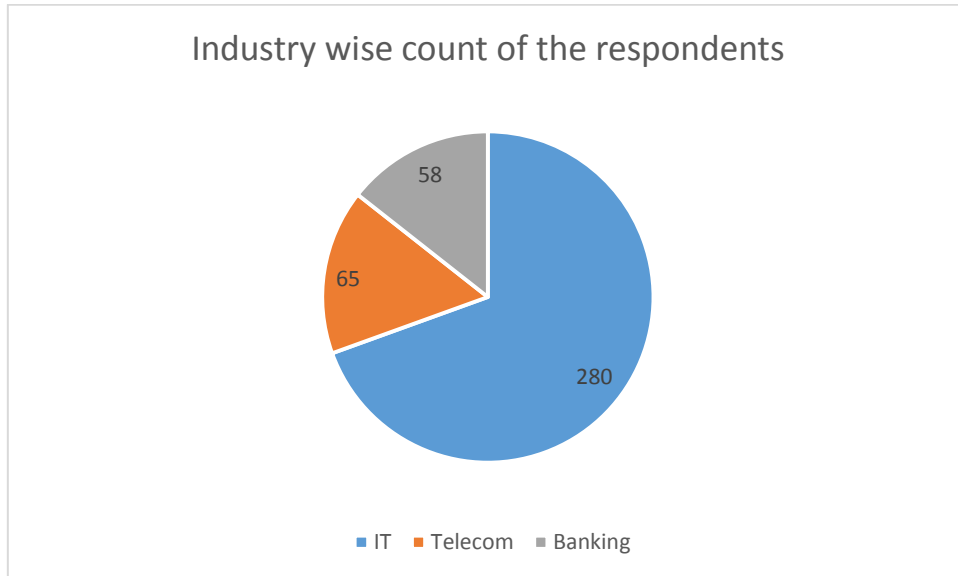
The Sample for the present study consisted of 403 employees. The sample was selected from Indian organizations in the service sectors comprising of IT/ITES, Telecom, Banking, organizations from Hyderabad, Andhra Pradesh. Questionnaires were distributed to those employees and representatives of the organization and responses were collected. Data was collected through questionnaires which were administered physically in hard copies as well as through digital media. The description of the final sample of employees and employers together is given below. The number of employees and HR managers in leadership positions are given for each industry sector separately. This constitutes the total sample size of 403 employee respondents and twelve HR managers in leadership positions.

Table 2: Final Sample of Employees and Employers (HR Managers and Leaders) with respondent’s distribution across the three sectors

Industry Sector	Employee: No of respondents	Employer-HR /CEO/Directors: No of respondents
IT/IT Enabled Services	280	5
Telecommunication	65	4
Banking	58	3
Total	403	12

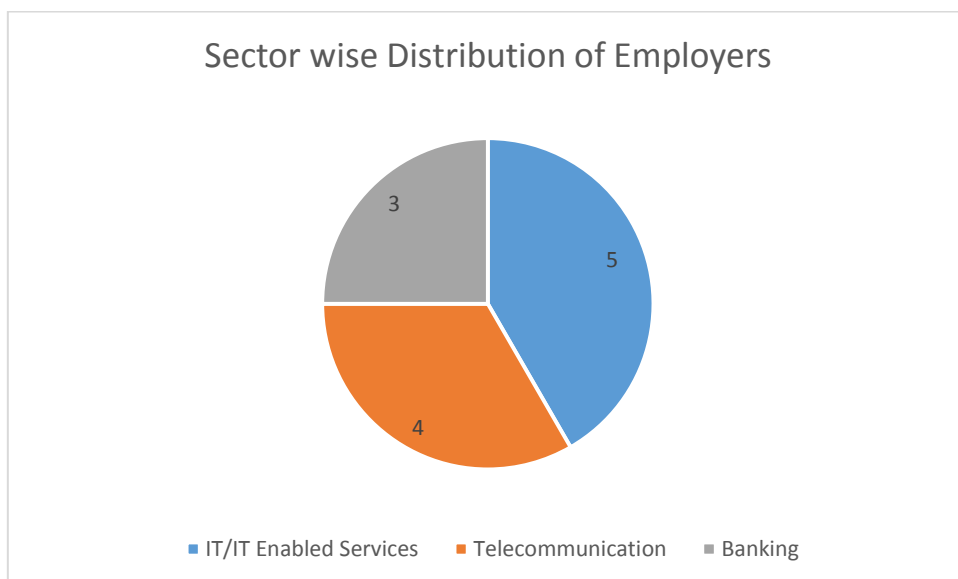
Twelve. HR Managers from the same organizations from which the employee data was collected were interviewed to collect data about the employee engagement practices in their organizations.

Chart showing Industry wise count of the respondents (Employees)



The above figure shows the sector wise distribution of the employees. Out of the 403 respondents 280 respondents belong to IT/ITES sector, 65 respondents belong to Telecommunications sector and 58 respondents belong to Banking sector.

Chart showing Industry wise count of the respondents (Employers)



The above figure shows the sector wise distribution of the employers. Out of the 12 respondents 5 respondents belong to IT/ITES sector, 4 respondents belong to Telecommunications sector and 3 respondents belong to Banking sector.

3.6. DATA COLLECTION

Tools/Instruments Used For Data Collection

Data was collected through specially designed questionnaires from a sample of 403 employees from three different sectors. The designed questionnaires which were tested for reliability and validity by a pilot study.

Three different tools were used to collect data:

- ***Demographic Profile:*** to collect data regarding the personal details of the employees, such as gender, educational qualification, experience, age group etc.
- ***Employee engagement Questionnaire for Employees:*** to collect data related to various factors of Employee engagement in the organizations.
- ***Employee engagement Questionnaire for Employer:*** to gather data from HR managers regarding the employee engagement processes and initiatives.

3.7. DESIGN OF QUESTIONNAIRES

The present study is based on the various models of employee engagement in the literature. Two different questionnaires were designed; one for the employees and one for the representatives of the employer. These were designed based on the literature parameters and also employee engagement practices in industry.

Employee Engagement Questionnaire for Employees:

The questionnaire for the Employees consisted of 5 dimensions of Employee Engagement, namely Basic Needs, Supervisory Influence, Team Management, Leadership Behaviour and Internal Communication. These 5 dimensions were detailed into 10 variables namely, Aligning Vision and mission to objectives, Basic infrastructure and hygiene , Work life balance, recruitment with right role and job fit, internal communication, Presence of supportive manager, culture based on teamwork

and interpersonal relationships, Opportunities for talent development, Leadership qualities and Employee well-being , a 55 items Questionnaire was developed.

Employee engagement Questionnaire for Employers:

The Questionnaire for the Employer contained five dimensions of Employee Engagement. These are HR Processes, Management Communication, Performance Driven Culture, Management Values, Rewards and Recognition. These five dimensions consisted of ten variables and a thirty items Questionnaire was generated.

The Questionnaire had Likert scale responses with rating ranging from 1 to 5. Respondents were asked to rate the statements on a Questionnaire ranging from 1 to 5, 1 being strongly disagree, 2 being slightly disagree, 3 being neither agree nor disagree, 4 being slightly agree, and 5 being strongly agree.

3.8. PILOT STUDY

3.8.1 SECTORS UNDER STUDY

The sectors that were considered for the study were IT, Telecom and Banking sectors.

IT sector

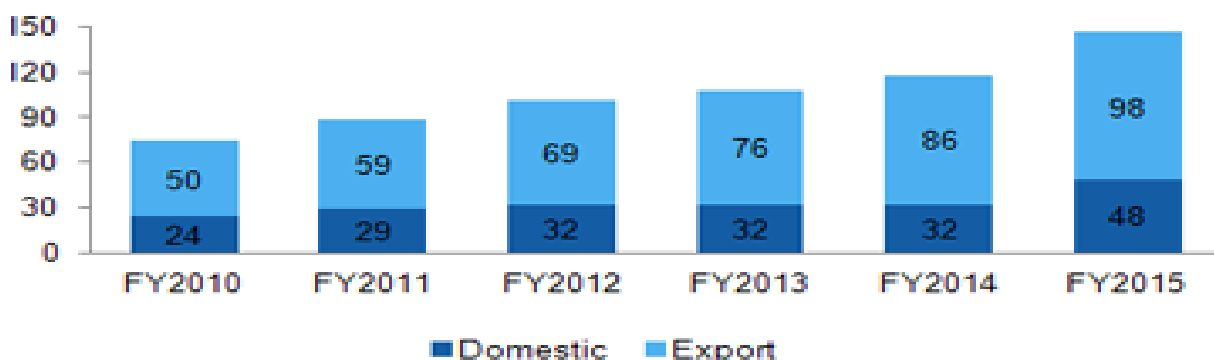
India is the considered as the world's biggest sourcing destination for the information technology (IT) industry, which accounts for nearly 67 per cent of the US\$ 124-130 billion market. The Indian IT industry employs about 10 million workforce. Most importantly, the IT industry has led the economic development of the country and changed the status of India in the global economy. India is cost wise competent enough in providing IT services, which is approximately 3-4 times cheaper than the US, which still continues to be the mainstay of its unique selling proposition (USP) in the global sourcing market. However, India is also gaining importance in terms of intellectual capital with numerous global IT firms setting up their innovation centres in India.

Apart from this, The IT industry has also created substantial demand in the Indian education sector, particularly for engineering and computer science streams of education. The Indian IT and ITes industry is divided into four major segments namely IT services, business process management (BPM), software products and engineering services, and hardware.

The IT-BPM sector in India record an unimaginable growth at a Compound Annual Growth rate of 15 per cent over 2010-15, which is 3-4 times higher than the global IT-BPM spend, and is estimated to expand at a CAGR of 9.5 per cent to US\$ 300 billion by 2020.

Market Size

Market size of IT industry in India (US\$ billion)



Source: Nasscom, TechSci Research
 Note: E - Estimates

As per the Nasscom and Zinnov Management Consulting Pvt Ltd reports “India, the fourth largest base for new businesses in the world and home to over 3,100 tech start-ups, is set to increase its base to 11,500 tech start-ups by 2020”.

“India’s internet economy is expected to touch Rs 10 trillion (US\$ 151.6 billion) by 2018, accounting for 5 per cent of the country’s gross domestic product (GDP), according to a report by the Boston Consulting Group (BCG) and Internet and Mobile Association of India (IAMAI). India’s internet user base reached over 350 million by June 2015, the third largest in the world, while the number of social media users grew to 143 million by April 2015 and smartphones grew to 160 million”.

Hyderabad is the second leading Information Technology city after Bangalore in India, also known as ‘Cyberabad’, there are hundreds of Companies on fields of IT that is offering services worldwide. The Foreign based companies have extensive hands in IT sector in Hyderabad and possesses sub offices in the city. The city contributes 15% of India’s IT Exports, there are around

1300 IT and ITES firms. Hyderabad which is also named as global centre of information technology, and the city hub of global companies, branches including Microsoft, Google, IBM, Yahoo, Dell, and Facebook which are providing its services for India and major Indian based IT Companies including Tech Mahindra, Infosys, Tata Consultancy Services (TCS), Genpact and Wipro. The IT sector supports huge revolution in economy of Hyderabad, with the below listed Information Technology Companies with wide range of service including Foreign based and Indian based Companies.

Table 3 showing the list of IT companies:

Organization	Head Office	Founded	Services
3i Infotech	Mumbai, Maharashtra	1993	Technology services, IT services Outsourcing
Accenture	Dublin, Ireland	1989	IT Services
Automatic Data Processing	Roseland, New Jersey, U.S	1949	Human resource, payroll, tax and benefits administration solutions from a single source
Amazon.com	Seattle, Washington, United States	1994	Online Retailer, Web Services
Capgemini	Paris, France	1967	IT, business consulting and outsourcing services
CMC Limited	New Delhi, India	1975	IT, business consulting and outsourcing services
Citrix Systems	Fort Lauderdale, Florida, United States	1989	Application Delivery Industry, Virtualization software

Organization	Head Office	Founded	Services
Cognizant	Teaneck, New Jersey, United States	1994	IT, business consulting and outsourcing services
CA Technologies	Islandia, New York, U.S	1975	Software, IT, Applications
Computer Sciences Corporation	Falls Church, Virginia, United States	1959	IT, business consulting and outsourcing services
Cybage	Pune, India	1995	Product engineering, IT Services
Deloitte	30 Rockefeller Plaza, New York City, New York, U. S.	1845	Assurance, Tax Advisory, Consulting, Financial Advisory, Enterprise Risk
D. E. Shaw Research	New York, United States		Computer Science, Hardware Engineering, IT
Genpact	Hamilton, Bermuda	1997	IT, Business Process Operations Management, including transformation and outsourcing
HCL Technologies	Mumbai, Maharashtra, India	1983	Software, IT Infrastructure, and BPO
Headstrong	Headstrong Fairfax,	1981	Business process, Technology

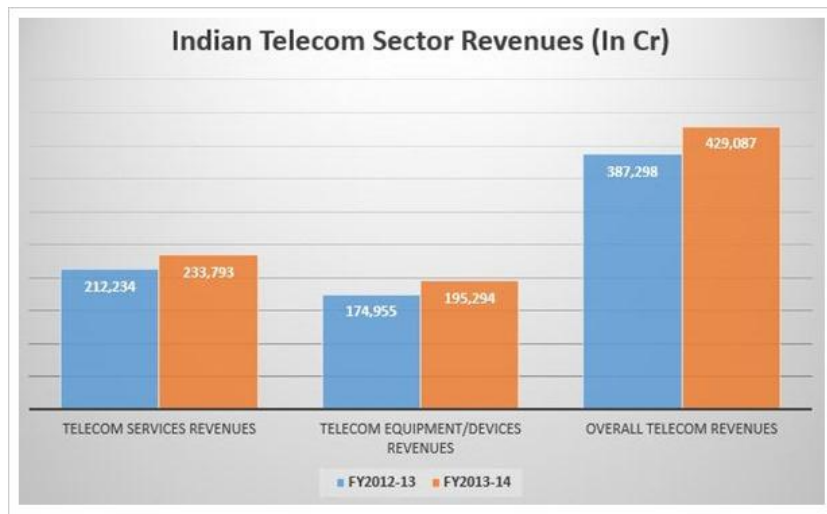
Organization	Head Office	Founded	Services
	Virginia		services and Outsourcing
iGATE	California, United States	1986	Information technology and Services
Infinite Computer Solutions	Bangalore, India	1999	IT Services, IT consulting
Infotech Enterprises	Hyderabad, Andhra Pradesh, India	1991	Aerospace, Automotive Consumer, Energy Transportation, Telecom Utilities, Medical Device
Intergraph	Huntsville, Alabama, United States	1969	Software development, IT services
Mahindra Satyam	India	2009	IT, business consulting and outsourcing services
Microsoft	Microsoft Redmond Campus, Redmond, Washington, U.S	1975	Computer software, Computer hardware
Mind tree	New Jersey, USA	1999	Information technology and Services
NTT Data	Toyosu, Tokyo, Japan	1988	Information technology and Services
Persistent Systems	Pune, India	1990	Computer Services

Organization	Head Office	Founded	Services
Polaris Financial Technology Limited	Chennai, India	1993	Business consulting, IT Services and Business process outsourcing
Pramati Technologies	Hyderabad, India	1998	Information technology products, consulting services and solutions
Tata Consultancy Services	Mumbai, Maharashtra, India	1968	Information technology and Services
Verizon Communications	New York, United States	1983	Broadband, telecommunications
Virtusa	Westborough, Massachusetts, USA	1996	Consulting, Business Consulting, Application Development, Product Development, Legacy Asset Management
Wipro	Bangalore, Karnataka, India	1945	IT, business consulting and outsourcing services

Telecom Sector

Telecom industry is one among the major industries with large employee base, in India. The state owned Bharat Sanchar Nigam Limited (BSNL) is the fore runner of the telecom market of India. The Indian telecommunication guidelines were further adapted to introduce more private telecom companies in the market. Several private companies such as Bharti Airtel, Reliance Communications, Tata Indicom, Aircel, Vodafone, and Idea Cellular joined the Indian market. As per the figures of March, 2011, the mobile phone segment in

India registered 20.21 million numbers of new users per month. The overall density in the telephone sector has increased to 70.89% as indicated by the recent figures of March 2011.



Major Telecom Companies in India

- In 1975, the Department of Telecom (DoT) was given discrete authority for running the telephone services in India.
- The Mahanagar Telephone Nigam Limited (MTNL) started its services in the year 1985 for carrying out the telephone operations in the metros of India, namely, Delhi and Mumbai.
- In October 2000, the Bharat Sanchar Nigam Limited (BSNL) was set up by the Department of Telecom.
- Afterward numerous private companies as Reliance Communications, Tata Indicom, and Airtel etc in the sector came up.

Major Mobile Phone Service Provider Companies in India

BSNL

The Bharat Sanchar Nigam Limited, country's largest cellular service operator was set up in the year 2000. It is a state owned telecom organization with its headquarters located in New Delhi. BSNL is also known the largest land line telephone establishment in India. As of April, 2011 87.1 million users have been reported to be BSNL users.

MTNL

Mahanagar Telephone Nigam Limited (MTNL) was set up in the year 1985, to run telecom operations in the major metro cities of India, Mumbai and Delhi. Its headquarters are based in Mumbai. MTNL was the first organization in India to initiate 3G services in India, having the brand name of “MTNL 3G Jadoo Services” which provided options as Video call, Mobile TV, Mobile Broadband etc. to the customers.

Airtel

Also known as Bharti Airtel Limited was started in July 1995, with its head office based in New Delhi. Airtel runs its operations in as many as 19 countries across the world and is also ranked fifth as telecom service provider globally. As of April 2011, figures show that Airtel has over 164.61 million users which make it the biggest mobile service operator in India. Its service includes both 2G and 3G facilities.

Reliance Communications

Also known as RCOM was set up in 2004, with its head office in Navi Mumbai. Reliance Communications as of now has more than 128 million users all across the world.

Aircel

Aircel was founded in 1999, with its head office in New Delhi. It is a joint enterprise between Maxis Communications and the Apollo Hospitals.

Vodafone Essar

Vodafone Essar was founded in 1994 with its head office at Mumbai. Vodafone provides services to 23 telecom circles across India.

Tata Indicom

The Tata Teleservices was founded in 1996, with its headquarters in Navi Mumbai.

Idea Cellular

Idea Cellular was started in 1995, with its head office in Mumbai. It also provides 3G services to its subscribers.

Virgin Mobile

Virgin Mobile started its services in India in 2008, March. It is a U.K. based organization.

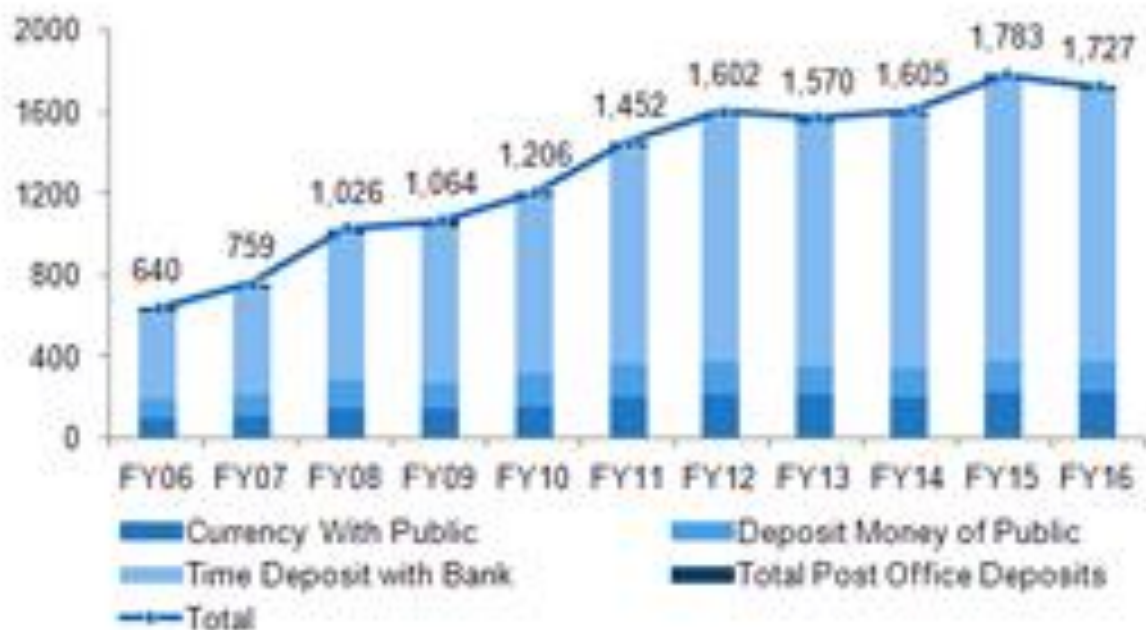
Uninor

This Organization is a joint venture between Telenor Group and Unitech Group and was started in 2009.

Banking sector

The Indian banking sector has seen extraordinary growth along with noteworthy improvement in its quality of assets and competence since economic liberalisation began in the early 1990s.

From providing banking services, banks have progressively transformed themselves into universal banks. ATMs, Internet banking, mobile banking and social banking have made "anytime anywhere banking" the norm now.



Source: RBI, TechSci Research FY16: as of May 29

In 2011/12, non-cash payments comprised 91 per cent of total transactions in terms of value and 48 per cent in terms of volume. Within noncash payments, also the share of payments through cheques, has come down from 85 per cent to nine per cent in value, and 83 per cent to 52 per cent in volume between 2005/06 and 2011/12.

Banks have taken other actions to expand their functioning, too. As a result, there were 20 Indian banks in the UK-based Brand Finance's annual international ranking of top 500 in 2010, as compared to only six in 2007, according to a report in a leading financial daily.

The growth is not constrained to the metropolitan or urban areas. Financial addition has been at the forefront of regulators and policy makers in India, a country where around half of the population still does not have entry to banking services. There have been occasions when banks have acted beyond their role of finance providers.

For example, a financial daily reported that Aryavart Gramin Bank, a regional rural bank sponsored by Bank of India, tied up with Tata BP Solar to finance "Solar Home Lighting System" for village homes in Uttar Pradesh. It extended finance of around Rs 10,000 with Rs 3,000 as margin money to be contributed by the beneficiary.

The equated monthly instalment towards the repayment of the loan amount was less than the amount the villagers had to spend on kerosene requirements per month. The bank's initiative resulted in 20,000 houses getting solar power. It also meant an annual saving of about 192 tanker loads of kerosene.

India's banking system was probably one of the few large banking systems which remained Unscathed by the 2008 global financial crisis. However, there is a lot more to be done to make it a truly world class sector.

Some of the key developments which could shape the future are:

Basel III:

India figures among the very few countries which have issued final guidelines on Basel III implementation so far. The Reserve Bank of India has given five years for the gradual achievement of Basel III global banking standard. But it seems a tall order for many banks. The challenges of implementing Basel III are further accentuated by the fact that the law mandates the Central government to hold a majority share in public sector banks (PSBs), which control more than 70 per cent of the banking business in India. Further, the high fiscal deficit is likely to limit the government's ability to infuse capital in the PSBs to meet Basel III guidelines, which will require approximately Rs 4.05 trillion to Rs 4.25 trillion over the next five to six years. (One trillion equals to Rs 100,000 crore.) The high capital requirement will also add pressure on return of equity of banks.

New banks:

Although there has been little progress on the draft norms for issuing new banking licences, the entry of new banks could have a significant impact on the Indian banking system. Given the huge unbanked population, there is surely a scope for more banks.

Foreign banks:

RBI has been keen on allowing foreign banks a larger role in the Indian banking system since February 2005, when it first issued the road map for presence of foreign banks in India. In May 2012, the government also facilitated the process by proposing to exempt foreign banks from the 30 per cent tax on capital gains and stamp duty while converting branches into a new entity. RBI has also mandated foreign banks with 20 and more branches to achieve priority sector targets and sub-targets at par with their domestic counterparts.

Developing corporate bond markets:

Developing corporate bond markets is an important link in a well-developed financial market. Although the government has taken some steps in this direction, a lot more needs to be done.

Unique Identification (UID) project:

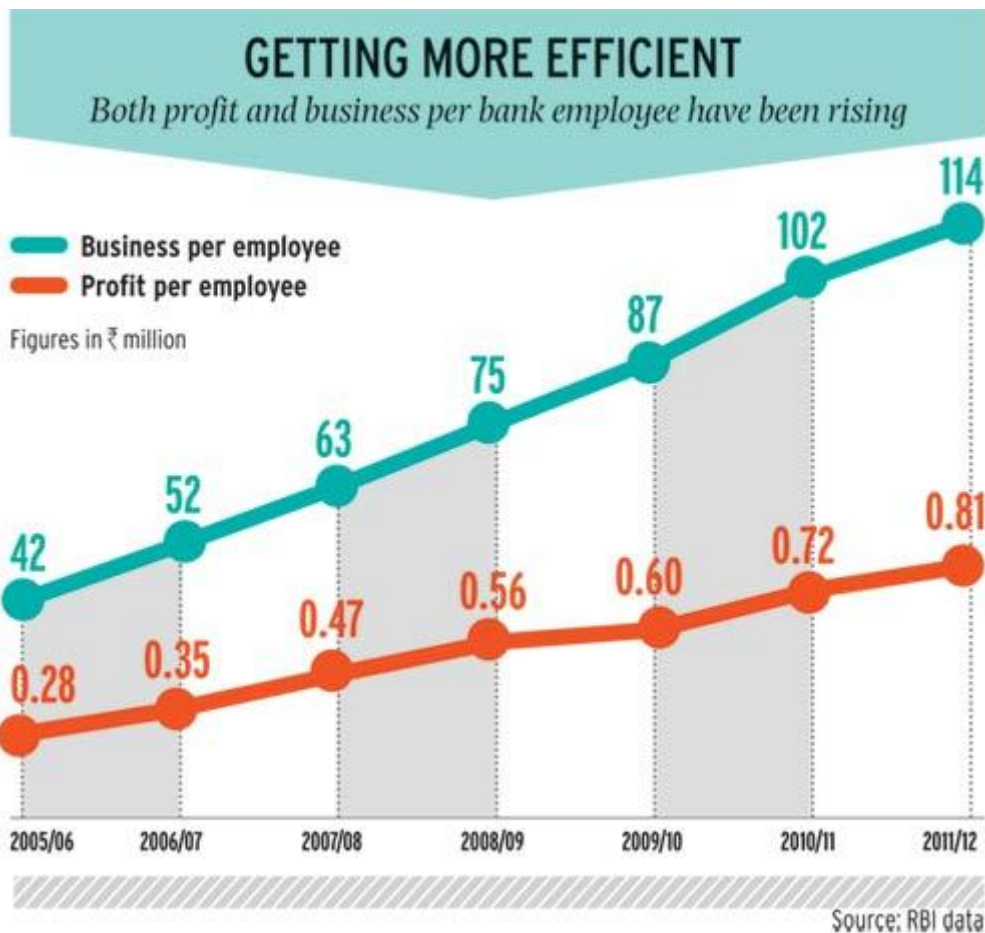
Among the many initiatives, the government's UID project is likely to have significant impact. Given the numbers out of the reach of organised banking, it can prove to be transformational by giving banks an access to a large untapped customer base. The whole range of government payments - under subsidies and benefits of various welfare schemes - will be routed through banks.

Social media:

This adds another dimension for banks to manage their relationship with customers. It already had over 45 million users in India in 2011, which is expected to grow to over 88 million by the next year with over 75 per cent under the age of 35, according to media reports. Although banks in India have been a little late in using social media, they have been making fast progress.

With increasing volume and complexity of the banking business, it will be imperative for the regulator to move gradually towards more offsite monitoring than onsite. Technology will play a much larger role in the overall supervision of the banking system. There are likely to be transformational changes in the entire regulatory system for financial services.

Given the significant overlap between various sub-sectors, the Financial Sector Legislative Reforms Commission, headed by former Justice B.N. Srikrishna, in its approach paper, had suggested large scale consolidation. This is expected to lead to reduced intermediation cost, benefit from the economies of scale and consistent treatment across sub-sectors.



"The future belongs to those who prepare for it today," goes a famous quote. The changes in the banking landscape will require banks to also adapt to their new environment. Banks of the future will have to be nimble and lean organisations with technology integrated to support a sustainable and scalable business.

They will need to have a flexible organisational structure with decentralised decision making to reduce turnaround time for various processes. This will be especially true when a number of new entities including non-banking finance companies (NBFCs), large corporate houses and microfinance institutions (MFIs) get banking licences.

In order to serve potential customers in unbanked areas, banks should be willing to experiment with various business models to build a scalable and profitable business. Technology resources will have to be shared to reduce cost.

At the same time, banks of the future will need to understand the technology-savvy Gen-Y customers and design products accordingly. Banks will have to deploy the majority of their employees in sales and marketing roles to cross-sell services to existing customers.

There will be an increased demand for skilled personnel from other disciplines. Banks will have to use data analytics tools to gain insights from their existing customers' data to increase their business and customer loyalty. One of the prominent ingredients for the success of a bank will be its ability to partner with multiple agencies to increase its business.

The Indian banking landscape is expected to evolve to have regional as well as national players. Except for a few large banks having pan-India presence, many of the mid and small banks will specialise in certain functions/regions in diverse markets. Rather than every bank trying to carry out all the banking functions throughout the country, banks are likely to identify their core competencies and build on those. A bank that avoids "one-size-fits-all products", acts as a knowledge banker, provides all financial needs at a click, is fundamentally strong, manages risk and adheres to global regulations, harness iOS and Android platforms to the fullest, design better, faster and convenient delivery channels will no doubt be called a successful bank.

3.9. DATA ANALYSIS:

Data thus collected was analysed to test the reliability of the specially designed questionnaires. Reliability tests such as Cronbach's alpha and Split Half method were used to test the internal consistency of both Questionnaires. Reliability tests were conducted for initial questionnaire for employees consisting of 55 items as well as final questionnaire with ten variables.

3.9.1. RELIABILITY ANALYSIS

The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. Charles (1995) adheres to the notions that consistency with which questionnaire [test] items are answered. This attribute of the instrument is actually referred to as stability. If we are dealing with a stable measure, then the results should be similar. A high degree of stability indicates a high degree of reliability, which means the results are repeatable.

The present study has used two methods to test the reliability of the Questionnaires.

Internal Consistency Method:

Internal consistency reliability defines the consistency of the results delivered in a test, ensuring that the various items measuring the different constructs deliver consistent scores. It checks that the results and constructs measured by a test are correct. The procedure uses information about how consistent the examinees' scores are from one item (or one part of the test) to the next to estimate the consistency of examinees' scores on the entire test.

Internal consistency reliability evaluates individual questions in comparison with one another for their ability to give consistently appropriate results. In internal consistency reliability estimation we use our single measurement instrument administered to a group of people on one occasion to estimate the reliability value. Cronbach's alpha was calculated to analyse the reliability of questionnaires. Value above 0.6 is considered to be reliable for data collection.

Split-Half Method:

The split halves test for internal consistency reliability is the most popular one, and involves dividing a test into two halves. The division of the question raise into two sets must be random. The

results from both halves are statistically analysed, and if there is weak correlation between the two, then there is a reliability problem with the test.

The questionnaires were tested for reliability by using both the above mentioned methods, i.e. Cronbach’s alpha test as well as split half reliability test. This process was applied to both the Questionnaires and items with low correlations were removed depending on the corrected item to total correlation.

Internal Consistency through Cronbach’s alpha:

Table 4 showing Reliability analysis of Employee Engagement Questionnaire with 55 items

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.960	.961	55

The employee questionnaire for employee engagement was analysed for internal reliability by using Cronbach’s alpha. The value was found to be 0.960 for the questionnaire with 55 items. Cronbach’s alpha was also calculated for the employee questionnaire with final ten variables.

The following ten variables were considered for the test:

- Alignment with vision and mission
- Basic Infrastructure and Hygiene
- Work life balance
- Right job role and fit.
- Internal Communication.
- Manager
- Team Work Culture
- Training and Development
- Leadership
- Employee Well Being

Table 5: Cronbach's alpha value for questionnaire with ten variables

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.958	.957	10

The Cronbach alpha value was calculated to be 0.957 for the same employee questionnaire consisting of ten variables. This value shows that the questionnaire has high internal consistency among the items.

Table 6 showing Item Statistics showing Mean values and Standard Deviation of variables

	Mean	Std. Deviation	N
AVM	3.96	.577	50
BIH	4.11	.575	50
WLB	3.92	.665	50
RJF	3.96	.628	50
IC	4.04	.558	50
MM	3.90	.603	50
TWC	3.84	.622	50
TD	3.87	.628	50
L	4.14	.564	50
EWB	3.84	.685	50

Leadership has the highest mean value followed by basic infrastructure and hygiene and then internal communication. The least mean values are observed in team work culture and employee well-being. Leadership qualities among employees, as perceived by employees tops the list of

determinants with highest mean value of 4.14. This suggests that employees perceive that leadership qualities contribute in a large scale towards employee engagement practices.

Table 7 showing Correlation Matrix for Inter-Item values

	AVM	BIH	WLB	RJF	IC	MM	TWC	TD	L	EWB
AVM	1.000	.710	.694	.545	.349	.709	.610	.689	.595	.725
BIH	.710	1.000	.785	.738	.645	.724	.678	.744	.570	.760
WLB	.694	.785	1.000	.767	.664	.794	.731	.769	.595	.778
RJF	.545	.738	.767	1.000	.667	.669	.679	.728	.632	.761
IC	.349	.645	.664	.667	1.000	.651	.635	.607	.548	.594
MM	.709	.724	.794	.669	.651	1.000	.800	.779	.667	.788
TWC	.610	.678	.731	.679	.635	.800	1.000	.789	.698	.807
TD	.689	.744	.769	.728	.607	.779	.789	1.000	.730	.857
L	.595	.570	.595	.632	.548	.667	.698	.730	1.000	.678
EWB	.725	.760	.778	.761	.594	.788	.807	.857	.678	1.000

Reliability among the items in the questionnaire depends on the correlation between the items. If there is a strong correlation between the items, the questionnaire is supposed to be highly reliable.

Correlation matrix shows that highest correlation between Training and Development and employee well-being (0.858). Items with lower correlations, i.e. less than 0.5 are considered further.

Table 8 showing Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum	Variance	N of
Item	3.958	3.842	4.144	.302	1.079	.011	10

The summary item statistics table reveals that item mean value is 3.958 with a variance of 0.11 for all the ten categories

Table 9 showing Item-total Correlation and Cronbach's alpha values

	Scale Mean if Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
AVM	35.62	22.765	.729	.714	.957
BIH	35.47	22.272	.831	.746	.953
WLB	35.65	21.364	.863	.783	.951
RJF	35.62	21.966	.807	.718	.954
IC	35.54	23.100	.690	.635	.958
MM	35.68	21.877	.863	.780	.951
TWC	35.74	21.835	.841	.753	.952
TD	35.71	21.577	.881	.804	.950
L	35.43	22.809	.739	.621	.956
EWB	35.73	21.055	.889	.827	.950

It is observed from the above table that deletion of any of the items will not significantly increase the final Cronbach's alpha value. Hence no items were deleted from the questionnaire.

Split half Reliability Analysis

Table 10 showing Reliability Analysis for 55 items

Cronbach's Alpha	Part 1	Value	.939		
		N of Items	28 ^a		
	Part 2	Value	.922		
		N of Items	27 ^b		
			Total N of Items	55	
		Correlation	.790		
Spearman-Brown Coefficient			Equal Length	.883	
			Unequal Length	.883	
			Guttman Split-	.878	
		Mean	Minimum	Maximum	
Item Means	Part 1	4.026	3.517	4.397	
	Part 2	3.989	3.379	4.448	
	Both Parts	4.008	3.379	4.448	
Item Variances	Part 1	.606	.358	1.013	
	Part 2	.564	.317	1.089	
	Both Parts	.585	.317	1.089	
Inter-Item Correlations	Part 1	.358	-.074	.771	
	Part 2	.314	-.006	.744	
	Both Parts	.310	-.125	.771	

The average mean value was found to be 4.0 and 3.9 for both halves. Similarly variances were found to be 0.6 and 0.5 for both halves. Also inter item correlation were found to be 0.4 and 0.3 for the halves of the questionnaire. This indicated a high correlation among the items and high reliability.

Table 11 showing Individual Variable Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
AVM	35.62	22.765	.729	.714	.957
BIH	35.47	22.272	.831	.746	.953
WLB	35.65	21.364	.863	.783	.951
RJF	35.62	21.966	.807	.718	.954
IC	35.54	23.100	.690	.635	.958
MM	35.68	21.877	.863	.780	.951
TWC	35.74	21.835	.841	.753	.952
TD	35.71	21.577	.881	.804	.950
L	35.43	22.809	.739	.621	.956
EWB	35.73	21.055	.889	.827	.950

The above table shows the values for means and Cronbach's alpha for the respective item if it is deleted. As the value for alpha are found to be very high for each variable and also the correlations are found to be high, hence no variable is deleted.

Table 12 showing Split Half Reliability Test for Employee engagement Questionnaire showing ten variables

Reliability Statistics			
Cronbach's Alpha	Part 1	Value	.906
		N of Items	5 ^a
	Part 2	Value	.940
		N of Items	5 ^b
		Total N of Items	10
	Correlation Between Forms	.889	
Spearman-Brown Coefficient		Equal Length	.941
		Unequal Length	.941
	Guttman Coefficient	Split-Half	.939

The items are:

- Alignment with vision and mission
- Basic Infrastructure and Hygiene
- Work Life Balance
- Role and Job Fit
- Internal Communication
- Manager
- Team Work Culture
- Training and Development
- Leadership
- Employee Well Being

The second reliability test was carried out through Split Half method. The Guttman Split Half Coefficient value was 0.939. Correlation value of 0.941 shows high correlation between both the halves of the Questionnaire. All the ten important variables are further used for collecting the data through the questionnaire.

3.10 FINDINGS

Reliability of the Questionnaires:

Questionnaires are most widely used tools in specially social science research. Most questionnaire's objective in research is to obtain relevant information in most reliable and valid manner. Therefore the validation of questionnaire forms an important aspect of research methodology and the validity of the outcomes. Questionnaires are considered as reliable for academic purposes if the alpha coefficient exceeds 0.7. Also, values of split half coefficient of more than 0.9 are considered as highly reliable. Hence, it may be accepted that Employee engagement Questionnaire for Employees is considered to be reliable based on the values obtained.

Correlation:

Variables may have correlation but this correlation should be optimal. Most commonly correlation tests are aimed at finding interclass correlation, between group correlations. Correlation mainly provides measure of internal consistency for validating the questionnaires. Some of the common correlation test for validating questionnaire relate to following

Inter class correlation coefficient – It refers to the ratio between interclass variance to total variance.

Cronbach Alpha – Is the measure of the correlation between items of the test. It is the homogeneity of the test. Experts agree that items in a test are moderately correlated. This way these are expected to measure all aspects of a single trait being tested. If the correlation is too low it may indicate that items refers to not one trait but two or more different trait. On the other hand a very high correlation refers to one of the items being redundant for the test.

Discriminant correlation – refers to the extent to which a measure of a research attribute is related to measure of a different attribute which is not intended to be measured.

The obtained correlation values of various items are found to be high indicating the high reliability of questionnaire

3.11. VALIDITY OF THE QUESTIONNAIRES:

General Validity

A major aspect of validation of a questionnaire refers to common validity of the questionnaire. The most common elements widely used in questionnaire validation are –

Known Group Validity – refers to the extent to which an instrument can demonstrate variability of scores which vary on a certain known variables.

Construct Validity – refers to the extent to which an instrument can demonstrate the measure of the intended construct.

Content Validity – refer to the extent to which an instrument covers all aspect of social problem under study

Criterion Validity – refers to consistency with the gold standard questionnaire

Validity of questionnaires were analysed based on the conceptual foundation available from the literature review as well as industry experts.

Therefore the Employee engagement Questionnaires for Employees and Employers so constructed were found to be reliable and valid and could be further used for final data collection and analysis.

CHAPTER - 4

**DATA ANALYSIS AND
DISCUSSION**

4. DATA ANALYSIS AND INTERPRETATION

4.1. THREE EMERGING TRENDS IN EMPLOYEE ENGAGEMENT

In response to the shifting workplace landscape and workforce demands, prior research identifies three major factors that are essential for successful employee engagement programs:

Good managers

Engaged employees have managers that care about them. Seventy-eight percent of survey respondents feel as though their manager or supervisor cares about them. When looking at how employees responded to this question based on their level of engagement, it is clear that level of engagement is strongly correlated to having a manager that cares: 89% of Very Engaged employees feel like their manager or supervisor cares about them, while only 28% of Not At All Engaged employees answered positively.

A key factor that makes a good manager is frequent and regular recognition. The majority of employees are not recognized as frequently as they prefer. Thirty-five percent of employees prefer to be recognized weekly and 27% prefer monthly recognition, however only 23% and 21% are being recognized at those frequencies, respectively.

Overall, the more frequent an individual is recognized, the more likely they are to be engaged. Seventy-four percent of employees who are recognized daily are Very Engaged and the remaining 26% are Somewhat Engaged. Conversely, 32% employees who are never recognized are Not At All Engaged, and a further 17% are Not Very Engaged. Good managers also help employees recognize meaning in their work. Eighty-nine percent of survey respondents feel they are contributing to their team or organization in a meaningful way. Having visibility into how your work is creating meaning is also strongly correlated with level of engagement. An overwhelming 97% of Very Engaged employees feel like they are making meaningful contributions, whereas only 52% of Not At All Engaged employees feel this way.

Transparency

Visibility into organization goals and impact help form a path for employees to see the impact their work has on the business. This sense of shared purpose is crucial, especially for younger generations, including Millennials. Having an official and well-communicated employee engagement

policy adds a layer of transparency between management and employees and, as a result, those organizations are more likely to have an engaged workforce: Specifically, in organizations with official employee engagement policies, 55% of employees are engaged, whereas in organizations without official policies only 40% of employees are engaged. Similarly, access to information is a key factor impacting engagement levels. Sixty-two percent of survey respondents work for employers that make it easy for them to access information about corporate employee initiatives. Of those 62% who are able to easily access information, 49% are Very Engaged, and a further 40% are Somewhat Engaged. In contrast, in organizations where it is difficult for employees to access information on corporate employee initiatives, only 38% of employees are very engaged and another 38% are Somewhat Engaged, a combined difference of 13 percentage points.

Choice & Collaboration

People always like to have a choice in the types of programs they are involved in. Every employee is motivated by and interested in something different, and when employees have more choices, they are more likely to get involved. Survey data indicates that workers who have a choice in the types of programs they can positively impact — whether it be volunteering, sustainability, well-being or corporate responsibility — are more likely to be engaged. Specifically, workers who are Very Engaged have an average of 2.92 impact programs to participate in, whereas Not At All Engaged employees have an average of less than two impact programs to choose from.

Further, employees want to know about the efforts of their employer and coworkers: 62% of respondents are interested in learning more about the sustainability efforts of their co-workers and employer — nearly unchanged from the previous year. This trend is even more pronounced in younger generations, with 71% of respondents under the age of 30 responding affirmatively to the question.

In addition to having an interest in employer and co-worker efforts, employees want to collaborate with one another on organization outreach activities, yet 57% of respondents do not have a way to collaborate. The ability for employees to collaborate around organization outreach is strongly correlated to engagement: 52% of employees who do have a method for collaboration are Very Engaged, and a further 39% are Somewhat Engaged.

The broad objective of this research is to study the role of organizational and individual determinants on employee engagement of employees. Accordingly the data was collected from 403

employees and 12 HR Managers. Data was analysed to test the hypotheses and both the questionnaires were analysed for the results. SPSS was used for various statistical tests and the results were interpreted. The following two questionnaires were put to various tests:

Employee engagement Questionnaire for Employees: to collect data related to various factors of Employee engagement in the organizations.

Employee engagement Questionnaire for Employer: to gather data from HR managers regarding the employee engagement process and initiatives.

Demographic Profile: to collect data regarding the personal details of the employees, such as gender, educational qualification, experience, age group etc.

The objectives of the study were studied by using various statistical tests such as demographic analysis and descriptive tests. Hypothesis testing was also done by various statistical tests by using SPSS software. A cross sectoral comparison also was done to compare the various factors of engagement across the different services sector selected under the study. Interpretations and Conclusions are drawn based on the results emerged out from the various data analyses techniques. Demographical characteristics of respondents were analysed and are presented.

4.2. DEMOGRAPHIC ANALYSIS

The demographic analysis of the sample shows the following results. All dimensions of demographics under this study were related to engagement and overall performance further. The performance level of employees across the industry were calculated. Similarly, demographic wise distribution of the employees for their engagement level were also analysed.

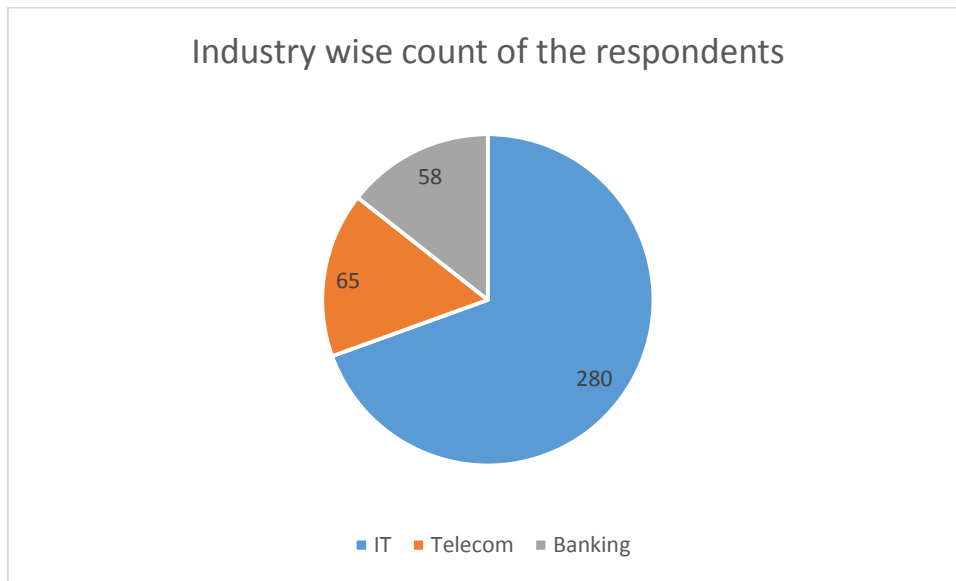
4.2.1. INDUSTRY AND EMPLOYEE ENGAGEMENT

Table 13 showing Industry Wise Count Performance and Engagement

<i>Industry</i>	<i>Count</i>	<i>Performance and Score</i>	<i>Av. Engagement Score</i>
IT	280	3.80	3.26
Telecom	65	3.77	3.66
Banking	58	3.69	3.59
Grand Total	403	3.78	3.37

The above table shows the average performance and engagement scores across sectors. The performance score was found to be highest in IT sector followed by telecom and least in banking sector. Similarly, average engagement score was found to be highest in telecom sector, followed by banking and then IT sector.

Chart showing industry wise count of the respondents(Employees)



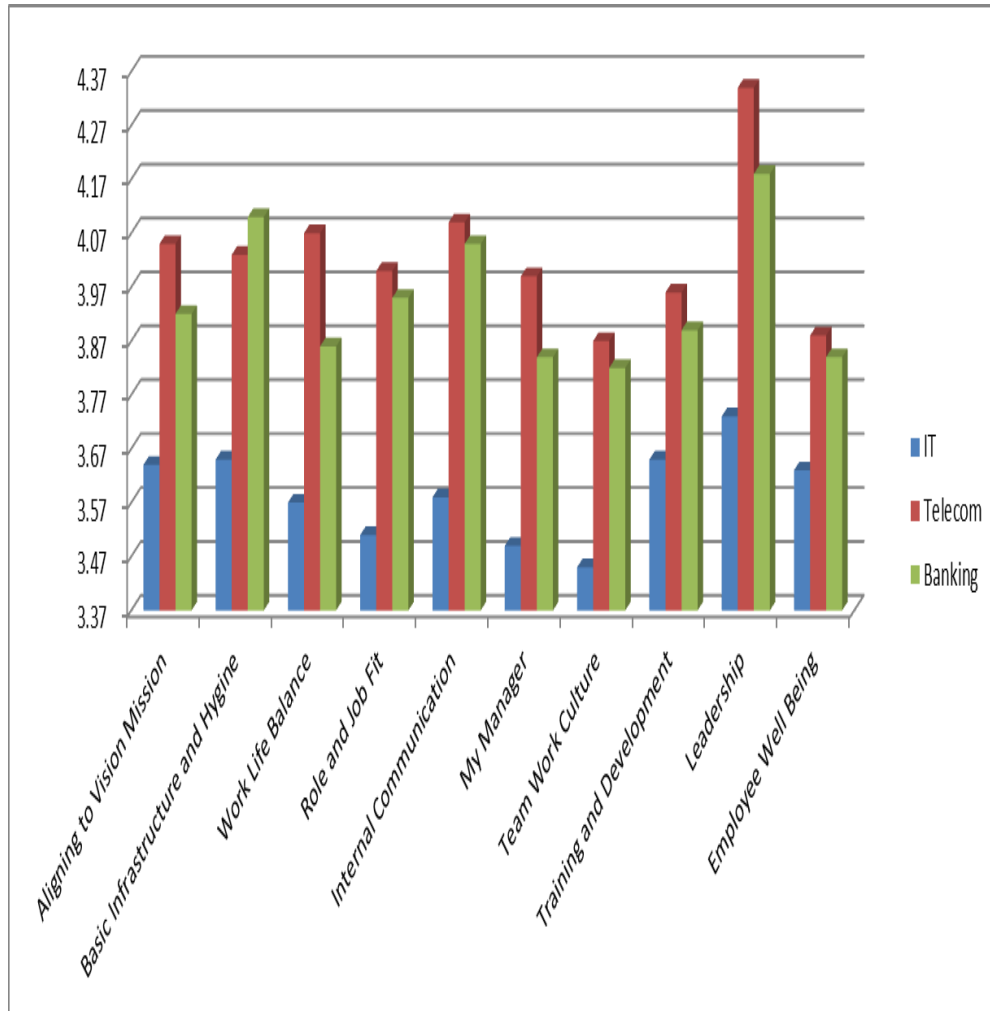
Out of the total sample of 403 consists of 280 respondents are from IT sector, 65 respondents are from teleom sector and 58 respondents are from banking sector.

Table 14 showing Industry Wise Engagement Parameter Scores

<i>Parameter/ Industry</i>	<i>IT</i>	<i>Telecom</i>	<i>Banking</i>	<i>Overall</i>
Aligning to Vision Mission	3.64	4.05	3.92	3.74
Basic Infrastructure and Hygiene	3.65	4.03	4.10	3.77
Work Life Balance	3.57	4.07	3.86	3.70
Role and Job Fit	3.51	4.00	3.95	3.65
Internal Communication	3.58	4.09	4.05	3.73
My Manager	3.49	3.99	3.84	3.62
Team Work Culture	3.45	3.87	3.82	3.57
Training and Development	3.65	3.96	3.89	3.73
Leadership	3.73	4.34	4.18	3.89
Employee Well Being	3.63	3.88	3.84	3.70
<i>Average Engagement Score</i>	<i>3.26</i>	<i>3.66</i>	<i>3.59</i>	<i>3.37</i>

The above table shows the industry wise engagement parameter scores. Telecom industry has the highest engaged workforce with an average score 3.66, followed by Banking with an average score of 3.59 and the least engaged workforce exists in IT industry, with an average score of 3.26.

Chart showing Average Engagement parametres scores across indutries



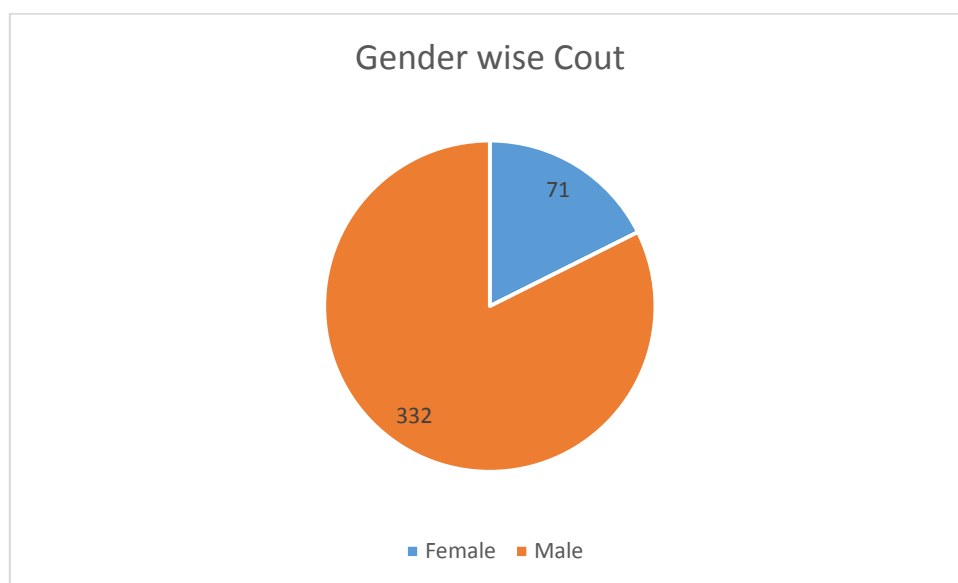
The scores for each parameter of employee engagement is more than the average score for the same in the industry for Telecom and banking sectors where as they are lesser in IT industry.

4.2.2 .GENDER AND EMPLOYEE ENGAGEMENT

Table 15 showing Gender-Wise Count

<i>Gender</i>	<i>Count</i>
Female	71
Male	332
<i>Grand Total</i>	403

Chart showing Gender wise count of the respondents

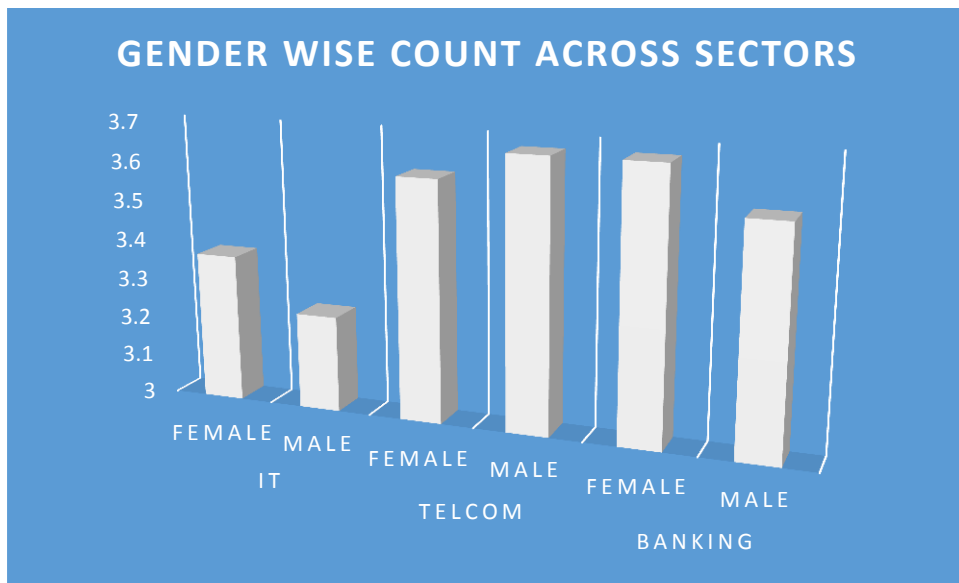


The above figure shows that out of the 403 respondents 332 are males and 71 are females.

Table 16 showing Industry - Gender Wise Head Performance and Engagement

<i>Industry</i>	<i>Count</i>	<i>Performance Score</i>	<i>Av. Engagement Score</i>	<i>%</i>
IT	280	3.80	3.26	69%
Female	51	3.84	3.37	18%
Male	229	3.80	3.24	82%
Telcom	65	3.77	3.66	16%
Female	4	4.17	3.60	6%
Male	61	3.74	3.67	94%
Banking	58	3.69	3.59	14%
Female	16	3.98	3.67	28%
Male	42	3.58	3.56	72%
Grand Total	403	3.78	3.37	100%

Chart showing gender wise distribution across industries



The above Table and figure show the distribution of the sample according to gender and also the respective performance scores and engagement scores for both genders across the industry. In every sector, the performance score is high for female employees than the male employees. Engagement scores are higher for female respondents in IT and Banking sector but lesser than males employees in Telecom sector.

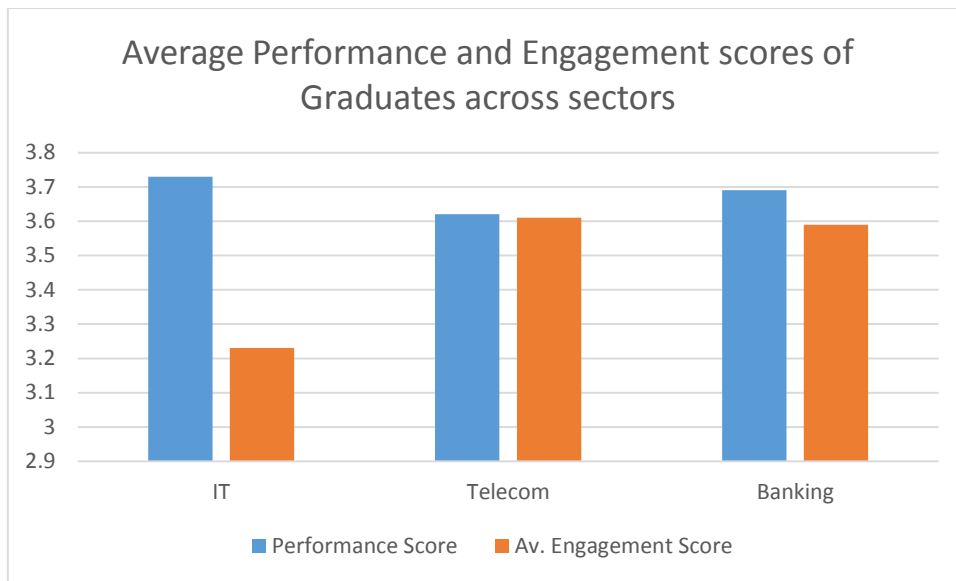
4.2.3 .QUALIFICATION AND EMPLOYEE ENGAGEMENT

Table 17 showing Industry - Qualification Wise Count Performance and Engagement

<i>Qualification</i>	<i>Performance Score</i>	<i>Av. Engagement Score</i>	<i>Count</i>	<i>%</i>
Graduate	3.74	3.33	240	59%
IT	3.73	3.23	162	74%
Telecom	3.62	3.61	32	15%
Banking	3.69	3.59	26	12%
PG	3.87	3.38	163	41%
IT	3.91	3.31	117	72%
Telecom	3.97	3.58	14	9%
Banking	3.69	3.58	31	19%
<i>Grand Total</i>	<i>3.78</i>	<i>3.37</i>	<i>403</i>	<i>100%</i>

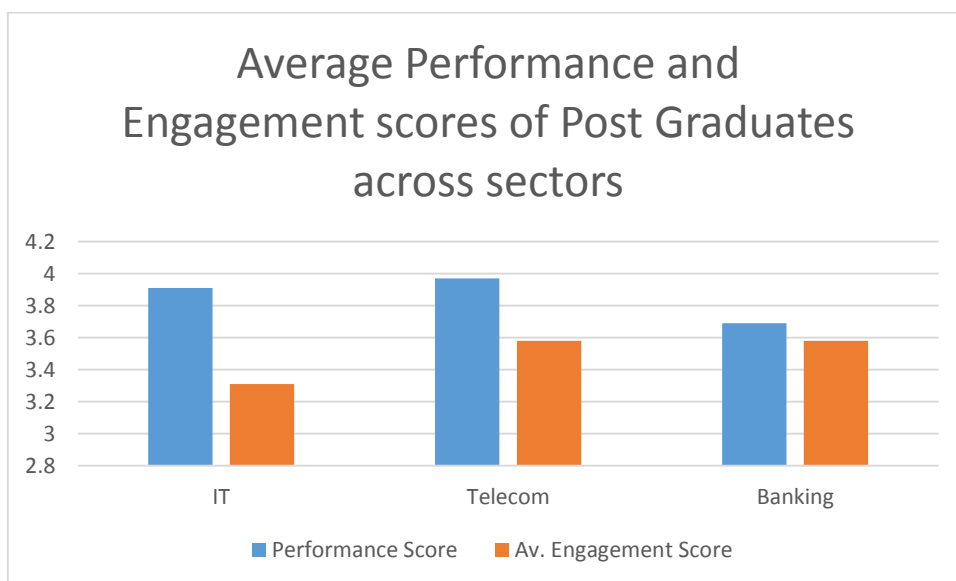
The average performance levels of post graduates and graduates are 3.87 and 3.74, respectively. The average engagement scores of post graduates and graduates are 3.38 and 3.33, respectively.

Chart showing Average Performance and engagement scores of Graduates across industries.



The above figure shows that IT industry tops the list in average performance score, as per the graduates, while the least is the Telecom industry. With regard to average engagement score, as per the post graduates telecom industry tops the list while least is the IT industry.

Chart showing Average Performance and engagement scores of Post Graduates across industries.



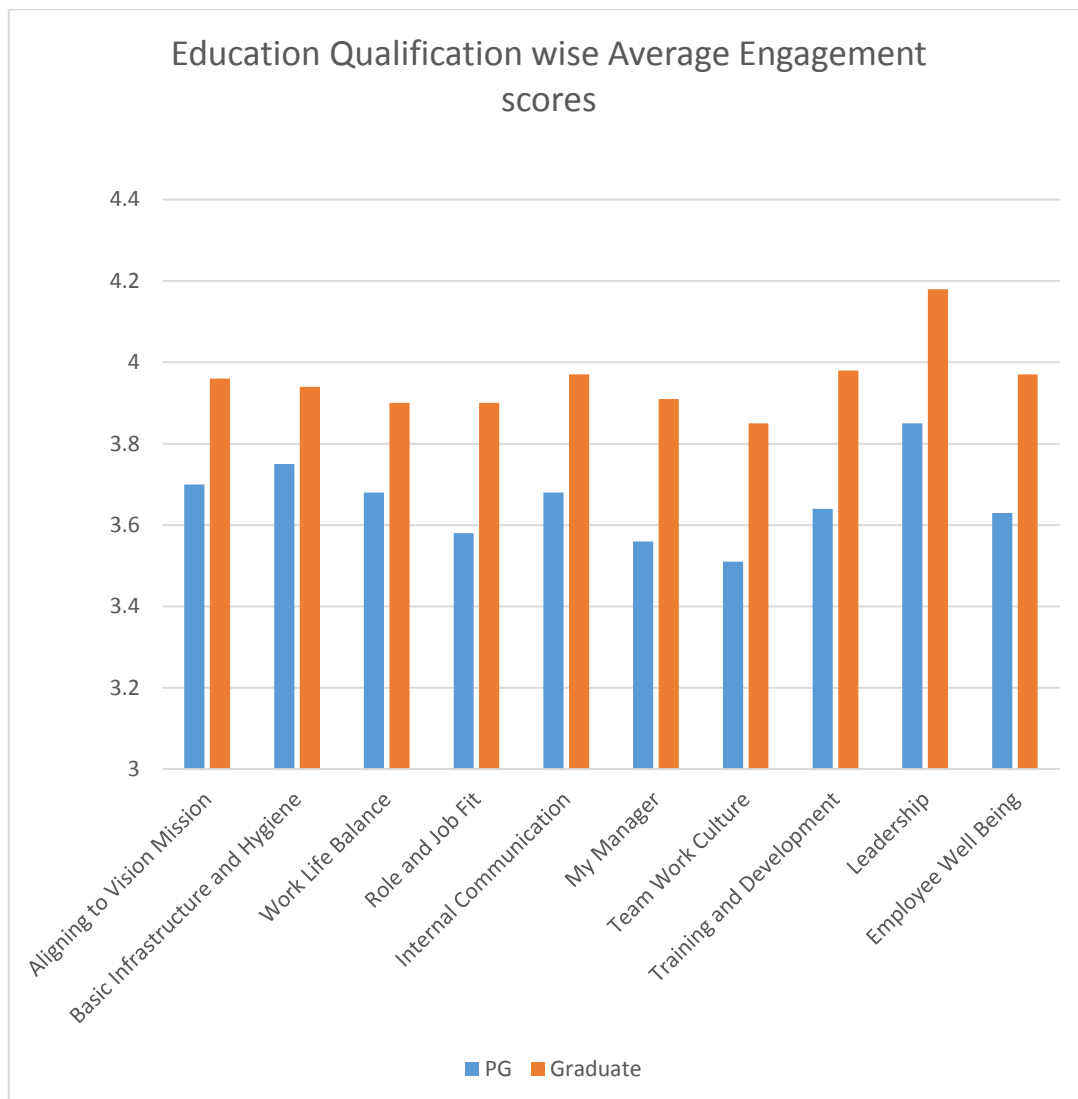
The above figure shows that Telecom industry tops the list in average performance score, as per the post graduates, while the least is the banking industry. With regard to average engagement score, as per the post graduates telecom industry tops the list while least is the IT industry.

Table 18 showing Qualification wise Engagement Parameter Scores

<i>Parameter/ Qualification</i>	<i>PG</i>	<i>Graduate</i>	<i>Overall</i>
Aligning to Vision Mission	3.70	3.96	3.74
Basic Infrastructure and Hygiene	3.75	3.94	3.77
Work Life Balance	3.68	3.90	3.70
Role and Job Fit	3.58	3.90	3.65
Internal Communication	3.68	3.97	3.73
My Manager	3.56	3.91	3.62
Team Work Culture	3.51	3.85	3.57
Training and Development	3.64	3.98	3.73
Leadership	3.85	4.18	3.89
Employee Well Being	3.63	3.97	3.70
<i>Average Engagement Score</i>	<i>3.33</i>	<i>3.60</i>	<i>3.37</i>

The average engagement score is found to be 3.33 by Post Graduated(PG) and 3.60 by graduates. Also, graduate employees consider all the ten parameters of engagement to be more significant as compared to postgraduates. Leadership is considered to be the most significant variable.

Chart showing Engagement parameters scores as per qualification



All the dimensions of engagement are given scores based on the qualification levels. The above table and graph show that undergraduate employees are more engaged. Work life balance shows a slightly high score for post graduate employees as compared to graduates.

4.2.4. EXPERIENCE AND EMPLOYEE ENGAGEMENT

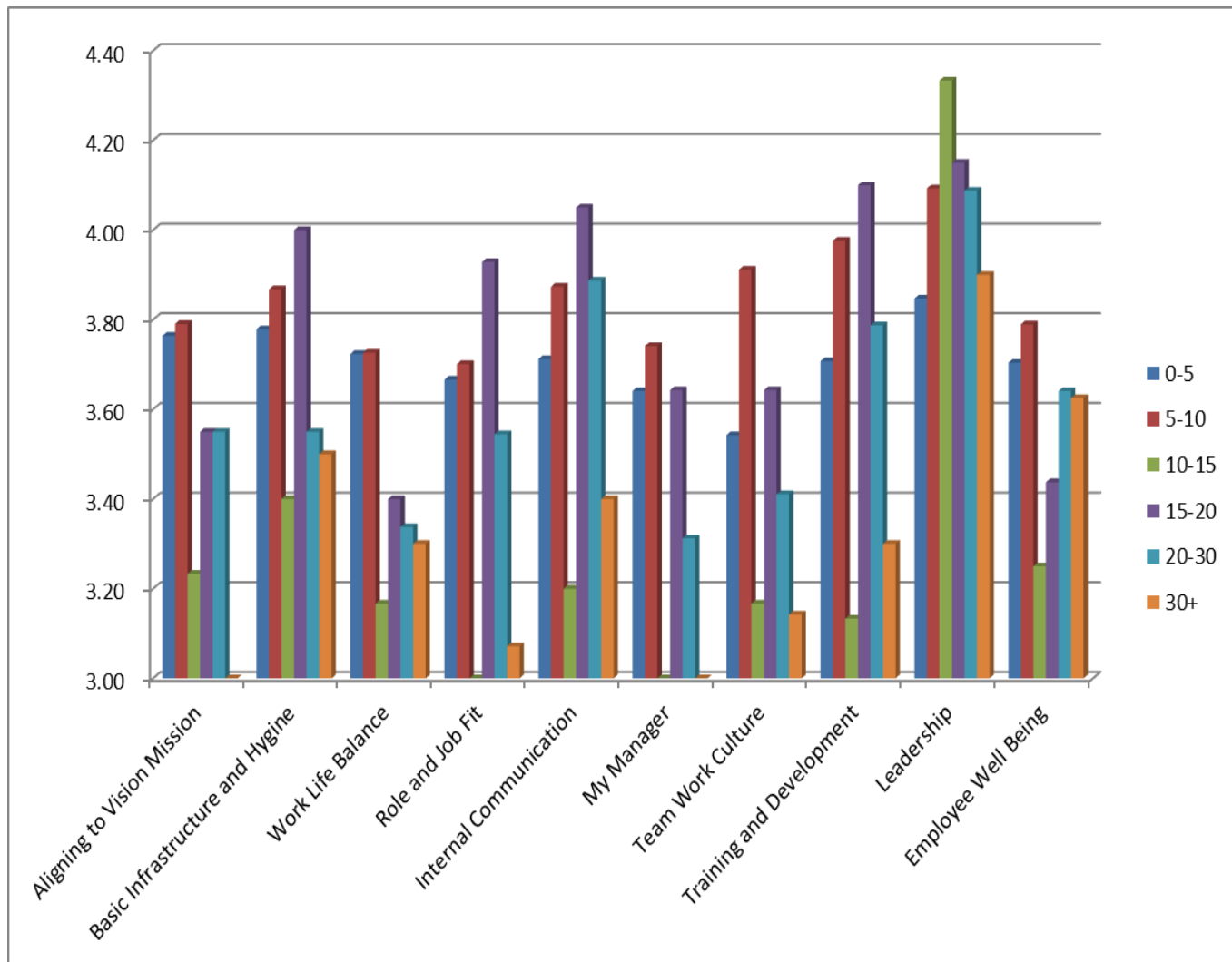
Table 19 showing Experience Wise Engagement Parameter Scores

<i>Parameter / Experience</i>	<i>0-5</i>	<i>5-10</i>	<i>10-15</i>	<i>15-20</i>	<i>20-30</i>	<i>30+</i>	<i>Overall</i>
Aligning to Vision Mission	3.76	3.79	3.23	3.55	3.55	2.90	3.74
Basic Infrastructure and Hygiene	3.78	3.87	3.40	4.00	3.55	3.50	3.77
Work Life Balance	3.72	3.73	3.17	3.40	3.34	3.30	3.70
Role and Job Fit	3.67	3.70	3.00	3.93	3.54	3.07	3.65
Internal Communication	3.71	3.87	3.20	4.05	3.89	3.40	3.73
My Manager	3.64	3.74	2.90	3.64	3.31	2.43	3.62
Team Work Culture	3.54	3.91	3.17	3.64	3.41	3.14	3.57
Training and Development	3.71	3.98	3.13	4.10	3.79	3.30	3.73
Leadership	3.85	4.09	4.33	4.15	4.09	3.90	3.89
Employee Well Being	3.70	3.79	3.25	3.44	3.64	3.63	3.70
<i>Average Engagement Score</i>	<i>3.37</i>	<i>3.50</i>	<i>2.98</i>	<i>3.45</i>	<i>3.28</i>	<i>2.96</i>	<i>3.37</i>

Employees with 5-10 years of experience are most engaged, followed by 15-20 years' experience levels. The least engaged employees are seen in 10-15 years and 30+ years' experience groups. Leadership is rated to be the most important engagement factor followed by basic

infrastructure and hygiene factor. The factor contributing least to engagement was found to be team work culture in companies.

Chart showing Engagement Scores as per Experience



Employees with 10-15 years' experience have given highest rating to leadership. Leadership is also considered to be highly rated variable as per all experience groups.

4.2.5 .AGE AND EMPLOYEE ENGAGEMENT

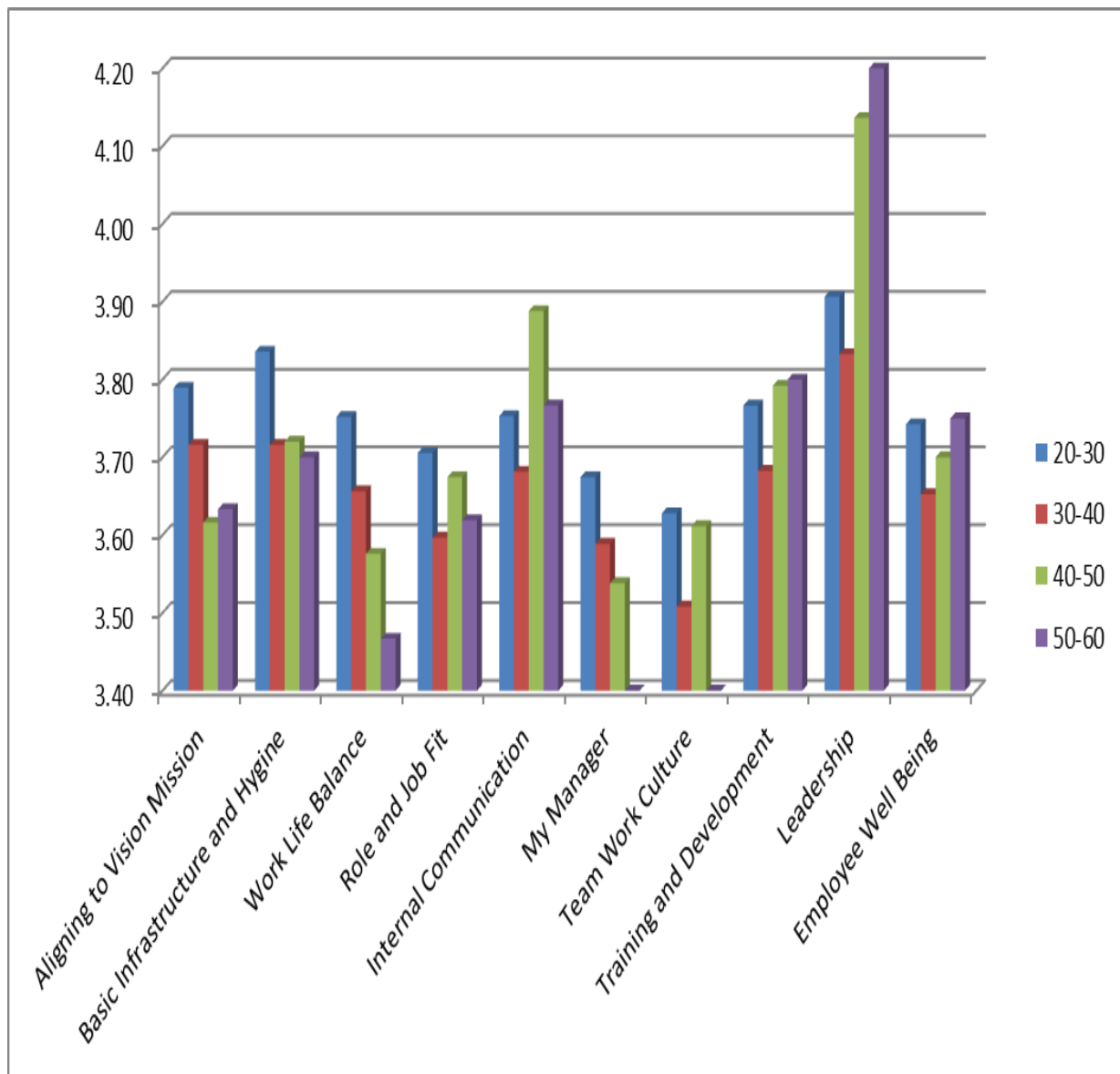
Table 20 showing Age Group Wise Engagement Parameter Scores

<i>Parameter/ Age Group</i>	<i>20-30</i>	<i>30-40</i>	<i>40-50</i>	<i>50-60</i>	<i>Overall</i>
Aligning to Vision Mission	3.79	3.72	3.62	3.63	3.74
Basic Infrastructure and Hygiene	3.84	3.72	3.72	3.70	3.77
Work Life Balance	3.75	3.66	3.58	3.47	3.70
Role and Job Fit	3.71	3.60	3.67	3.62	3.65
Internal Communication	3.75	3.68	3.89	3.77	3.73
My Manager	3.67	3.59	3.54	3.19	3.62
Team Work Culture	3.63	3.51	3.61	3.26	3.57
Training and Development	3.77	3.68	3.79	3.80	3.73
Leadership	3.91	3.83	4.14	4.20	3.89
Employee Well Being	3.74	3.65	3.70	3.75	3.70
<i>Average Engagement Score</i>	<i>3.41</i>	<i>3.33</i>	<i>3.39</i>	<i>3.31</i>	<i>3.37</i>

Employees with 20-30 years' Experience are maximum engaged. Leadership is given highest rating by the employees in 20-30 years of age group and least by 50-60 years age group. This trend has

followed for all variables of engagement by all age groups. Teamwork culture is rated lowest by employees of all age groups showing its least significant impact.

Chart showing Engagement Scores as per Age group of employees



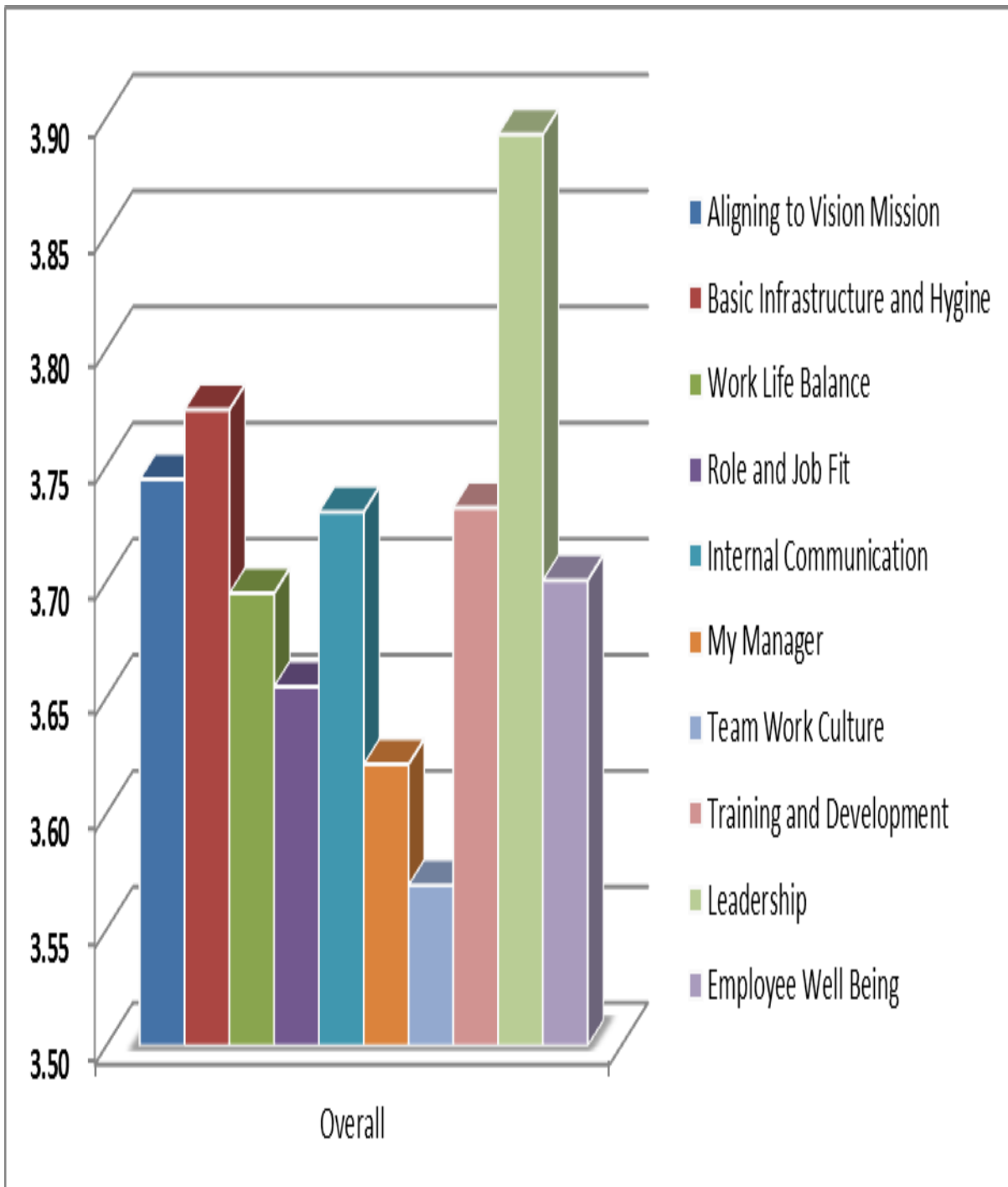
The engagement scores according to the age group of the employees show that employees in age group 50-60yrs consider leadership as the most important factor of engagement. Leadership is also rated high by all age groups as compared to others. Highest engaged employees belong to 20-30yrs age group followed by 40-50 yrs age group and the least engaged employees belong to 50-60 yrs age group.

4.3 ANALYSIS OF VARIABLES OF EMPLOYEE ENGAGEMENT

Table 21 showing Average Engagement Score

<i>Parameter</i>	<i>Overall</i>
Aligning to Vision Mission	3.74
Basic Infrastructure and Hygiene	3.77
Work Life Balance	3.70
Role and Job Fit	3.65
Internal Communication	3.73
My Manager	3.62
Team Work Culture	3.57
Training and Development	3.73
Leadership	3.89
Employee Well Being	3.70
<i>Average Engagement Score</i>	<i>3.37</i>

Chart showing Average Engagement parameters scores.



The above table and graph shows the mean scores for all ten engagement parameters. Leadership is observed to be the most important dimension of engagement as rated. It is followed by basic infrastructure and hygiene, alignment to vision and mission. The factor contributing least to engagement is team work culture.

Cronbach's Alpha

Table 22 showing Cronbach's alpha for sample of 403 respondents

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.968	.968	10

Alpha value was found to be 0.968 showing high reliability of the whole data.

Table 23 showing Means and Standard Deviations for each variable

	Mean	Std. Deviation	N
AVM	3.74	.652	403
BIH	3.77	.663	403
WLB	3.70	.696	403
RJF	3.65	.716	403
IC	3.73	.644	403
MM	3.62	.690	403
TWC	3.57	.732	403
TD	3.73	.619	403
L	3.89	.663	403
EWB	3.70	.652	403
Average Performance Score	3.70	.594	403

The average value of performance of employees was found to be 3.7 indicating relatively high level of performance based on engagement level of employees. Similarly all variables showed an average score above 3.5.

Table 24 showing Inter-Item Correlation Matrix

	AVM	BIH	WLB	RJF	IC	MM	TWC	TD	L	EWB	Average Performance
AVM	1.000	.774	.716	.738	.593	.734	.671	.650	.613	.658	.752
BIH	.774	1.000	.828	.831	.723	.790	.763	.727	.655	.653	.812
WLB	.716	.828	1.000	.799	.685	.793	.743	.703	.618	.668	.798
RJF	.738	.831	.799	1.000	.763	.822	.766	.734	.686	.704	.840
IC	.593	.723	.685	.763	1.000	.693	.680	.696	.618	.564	.735
MM	.734	.790	.793	.822	.693	1.000	.827	.765	.680	.757	.913
TWC	.671	.763	.743	.766	.680	.827	1.000	.747	.703	.712	.907
TD	.650	.727	.703	.734	.696	.765	.747	1.000	.711	.724	.888
L	.613	.655	.618	.686	.618	.680	.703	.711	1.000	.657	.847
EWB	.658	.653	.668	.704	.564	.757	.712	.724	.657	1.000	.868
Average Performance	.752	.812	.798	.840	.735	.913	.907	.888	.847	.868	1.000

The reliability analysis obtained from Cronbach's alpha method shows that the alpha value is 0.968 for all 11 items under the study. There also exists a strong inter item correlations which made all the items in the questionnaire reliable for further analysis.

Split Half Analysis

Table 25 showing Split Half coefficients for all variables

Cronbach's Alpha	Part 1	Value	.936
		N of Items	5 ^a
	Part 2	Value	.930
		N of Items	5 ^b
		Total N of Items	10
		Correlation	.883
Spearman-Brown Coefficient		Equal Length	.938
		Unequal Length	.938
		Guttman Split-Half Coefficient	.938

The reliability test done by split half analysis shows the questionnaires to be highly reliable. The Cronbach's alpha values for both halves of the questionnaires are 0.936 and 0.930. Similarly the correlation between the forms is also found to be high, 0.883. The high value of spearman brown coefficient also shows that the questionnaire is highly reliable for analysis.

Table 26 showing Means and standard deviations for variables: split half test

	Mean	Std. Deviation	N
AVM	3.74	.652	403
BIH	3.77	.663	403
WLB	3.70	.696	403
RJF	3.65	.716	403
IC	3.73	.644	403
MM	3.62	.690	403
TWC	3.57	.732	403
TD	3.73	.619	403
L	3.89	.663	403
EWB	3.70	.652	403

Table 27 showing Inter-Item Correlation Matrix

	AVM	BIH	WLB	RJF	IC	MM	TWC	TD	L	EWB
AVM	1.000	.774	.716	.738	.593	.734	.671	.650	.613	.658
BIH	.774	1.000	.828	.831	.723	.790	.763	.727	.655	.653
WLB	.716	.828	1.000	.799	.685	.793	.743	.703	.618	.668
RJF	.738	.831	.799	1.000	.763	.822	.766	.734	.686	.704
IC	.593	.723	.685	.763	1.000	.693	.680	.696	.618	.564
MM	.734	.790	.793	.822	.693	1.000	.827	.765	.680	.757
TWC	.671	.763	.743	.766	.680	.827	1.000	.747	.703	.712
TD	.650	.727	.703	.734	.696	.765	.747	1.000	.711	.724
L	.613	.655	.618	.686	.618	.680	.703	.711	1.000	.657
EWB	.658	.653	.668	.704	.564	.757	.712	.724	.657	1.000

The inter item correlation matrix shows that strongest correlation exists between Role & Job Fit and Work Life Balance (0.831) The weakest inter item correlation was found between Internal Communication and Employee Well Being (0.564)

Table 28 showing Mean Values for Split Halves

		Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	Part 1	3.720	3.655	3.774	.119	1.033	.002	5 ^a
	Part 2	3.703	3.569	3.893	.324	1.091	.015	5 ^b
	Both Parts	3.711	3.569	3.893	.324	1.091	.008	10

AVM: Alignment with Vision and Mission

WLB: Work Life Balance

RJF: Role and Job Fit

IC: Internal Communication

MM: Manager

TWC: Team Work Culture

TD: Talent Development

L: Leadership

EWB: Employee Well Being

The Item means show that average mean for the first half of the questionnaire as per split half analysis is 3.720 and the second half shows a mean value of 3.703. Average mean value for the full questionnaire was found to be 3.711.

4.3. ANALYSIS OF EMPLOYEE QUESTIONNAIRE

Table 29 showing Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Vision and Mission	403	1	5	3.74	.652	-.465	.122	1.062	.243
Work Life Balance	403	1	5	3.70	.696	-.572	.122	.821	.243
Role and Job Fit	403	1	5	3.65	.716	-.574	.122	.714	.243
Internal Communication	403	2	5	3.73	.644	-.263	.122	.242	.243
Manager	403	1	5	3.62	.690	-.566	.122	.838	.243
Team Work Culture	403	1	5	3.57	.732	-.428	.122	.018	.243
Talent Development	403	2	5	3.73	.619	-.470	.122	.739	.243
Leadership	403	1	5	3.89	.663	-.357	.122	.536	.243
Employee Well Being	403	1	5	3.70	.652	-.650	.122	1.314	.243
Average Performance	403	1	5	3.70	.594	-.476	.122	.856	.243
Employee Engagement	403	2	5	3.71	.580	-.445	.122	.870	.243
Number	403								

The descriptive analysis of sample of 403 respondents show the most significant dimension of employee engagement as per the study is leadership (3.89). This is followed by alignment with mission and vision (3.74) and internal communication and talent development (3.73). Work life balance and employee well being (3.70) have relatively low scores. The average score for engagement is found to be 3.71 for the sample. Team work and relationship with manger have mean

scores less than the average engagement scores. The average performance level of the employees has the mean value of 3.70

Table 30 showing Descriptive Statistics

	Mean	Std. Deviation	N
Vision and Mission	3.74	.652	403
Infrastructure and Hygiene	3.77	.663	403
Work Life Balance	3.70	.696	403
Role and Job Fit	3.65	.716	403
Internal Communication	3.73	.644	403
Manager	3.62	.690	403
Teamwork Culture	3.57	.732	403
Talent Development	3.73	.619	403
Leadership	3.89	.663	403
Employee Well Being	3.70	.652	403
Average Performance Score	3.70	.594	403
Employee Engagement	3.71	.580	403

4.4 CORRELATION ANALYSIS

Correlation analysis measures the relationship between two items. When comparing the correlation between two items, one item is called the "dependent" item and the other the "independent" item. The goal is to see if a change in the independent item (which is usually an indicator) will result in a change in the dependent item (usually a security's price). This information helps us understand an indicator's predictive abilities.

All the ten variables have a strong correlation with employee engagement. The strongest correlation exists between engagement and managerial relationships.

Employee engagement has a very strong correlation with employee performance (.975). All the factors of engagement individually have a strong correlation with employee performance.

Correlations

Table 31 showing correlation between Aligning Vision and mission to objectives and Employee engagement

		AVM	BIH	WLB	RJF	IC	MM	TWC	TD	LQ	EWB	APS	EES
AVM	Pearson Correlation	1	.775*	.715**	.737*	.593*	.733**	.670*	.650*	.614*	.657**	.752*	.823*
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	403	403	403	403	403	403	403	403	403	403	403	403

In the above given table, correlation analysis reveals that there exists a relationship between Aligning Vision and mission to objectives and Employee engagement. The correlation value, .823 shows that there exists a strong relationship between these two items.

BASIC INFRASTRUCTURE AND HYGIENE IN THE ORGANIZATION and EMPLOYEE ENGAGEMENT

Table 32 showing correlation between Basic infrastructure and hygiene in the organization and Employee engagement

		AVM	BIH	WLB	RJF	IC	MM	TWC	TD	LQ	EWB	APS	EES
BIH	Pearson Correlation	.775**	1	.828**	.831**	.723**	.790**	.763**	.727**	.655**	.653**	.812**	.893**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	403	403	403	403	403	403	403	403	403	403	403	403

In the above given table, correlation analysis reveals that there exists a relationship between Basic infrastructure and hygiene in the organization and Employee engagement. The correlation value, .893 shows that there exists a strong relationship between these two items.

WORK LIFE BALANCE IN THE ORGANIZATION and EMPLOYEE ENGAGEMENT

Table 33 showing correlation between Work life balance in the organization and Employee engagement

		AVM	BIH	WLB	RJF	IC	MM	TWC	TD	LQ	EWB	APS	EES
WLB	Pearson Correlation	.715**	.828**	1	.799**	.685**	.793**	.743**	.703**	.618**	.668**	.798**	.873**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	403	403	403	403	403	403	403	403	403	403	403	403

In the above given table, correlation analysis reveals that there exists a relationship between Work life balance in the organization and Employee engagement. The correlation value, .873 shows that there exists a strong relationship between these two items.

EFFECTIVE RECRUITMENT WITH RIGHT ROLE AND JOB FIT FOR THE EMPLOYEES IN THE ORGANIZATION and EMPLOYEE ENGAGEMENT

Table 34 showing correlation between Effective recruitment with right role and job fit for the employees in the organization and Employee engagement

		AVM	BIH	WLB	RJF	IC	MM	TWC	TD	LQ	EWB	APS	EES
RJF	Pearson Correlation	.737**	.831**	.799**	1	.763**	.822**	.766**	.734**	.686**	.704**	.840**	.907**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	403	403	403	403	403	403	403	403	403	403	403	403

In the above given table, correlation analysis reveals that there exists a relationship between Effective recruitment with right role and job fit for the employees in the organization and Employee engagement. The correlation value, .907 shows that there exists a strong relationship between these two items

INTERNAL COMMUNICATION IN THE ORGANIZATION and EMPLOYEE ENGAGEMENT

Table 35 showing correlation between internal Communication in the organization and Employee engagement

		AVM	BIH	WLB	RJF	IC	MM	TWC	TD	LQ	EWB	APS	EES
IC	Pearson Correlation	.593**	.723**	.685**	.763**	1	.693**	.680**	.696**	.618**	.564**	.735**	.808**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	403	403	403	403	403	403	403	403	403	403	403	403

In the above given table, correlation analysis reveals that there exists a relationship between internal Communication in the organization and Employee engagement. The correlation value, .808 shows that there exists a strong relationship between these two items.

PRESENCE OF MANAGER IN THE ORGANIZATION and EMPLOYEE ENGAGEMENT

Table 36 showing correlation between Presence of Manager in the organization and Employee engagement

MM		AVM	BIH	WLB	RJF	IC	MM	TWC	TD	LQ	EWB	APS	EES
Pearson Correlation		.733**	.790**	.793**	.822**	.693**	1	.827**	.765**	.680**	.757**	.913**	.916**
Sig. (2-tailed)		.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
N		403	403	403	403	403	403	403	403	403	403	403	403

In the above given table, correlation analysis reveals that there exists a relationship between Presence of Manager in the organization and Employee engagement. The correlation value, .916 shows that there exists a strong relationship between these two items.

CULTURE BASED ON TEAMWORK AND INTERPERSONAL RELATIONSHIPS IN THE ORGANIZATION and EMPLOYEE ENGAGEMENT

Table 37 showing correlation between culture based on teamwork and interpersonal relationships in the organization and Employee engagement

		AVM	BIH	WLB	RJF	IC	MM	TWC	TD	LQ	EWB	APS	EES
TWC	Pearson Correlation	.670**	.763**	.743**	.766**	.680**	.827**	1	.747**	.703**	.712**	.907**	.890**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	403	403	403	403	403	403	403	403	403	403	403	403

In the above given table, correlation analysis reveals that there exists a relationship between culture based on teamwork and interpersonal relationships in the organization and Employee engagement. The correlation value, .890 shows that there exists a strong relationship between these two items.

OPPORTUNITIES FOR TALENT DEVELOPMENT IN ORGANIZATION and EMPLOYEE ENGAGEMENT

Table 38 showing correlation between Opportunities for talent development in organization and Employee engagement

		AVM	BIH	WLB	RJF	IC	MM	TWC	TD	LQ	EWB	APS	EES
TD	Pearson Correlation	.650**	.727**	.703**	.734**	.696**	.765**	.747**	1	.711**	.724**	.888**	.867**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	403	403	403	403	403	403	403	403	403	403	403	403

In the above given table, correlation analysis reveals that there exists a relationship between Opportunities for talent development in organization culture based on teamwork and interpersonal relationships in the organization and Employee engagement. The correlation value, .867 shows that there exists a strong relationship between these two items.

LEADERSHIP QUALITIES IN THE ORGANIZATION and EMPLOYEE ENGAGEMENT

Table 39 showing correlation between Leadership qualities in the organization and Employee engagement

		AVM	BIH	WLB	RJF	IC	MM	TWC	TD	LQ	EWB	APS	EES
LQ	Pearson Correlation	.614**	.655**	.618**	.686**	.618**	.680**	.703**	.711**	1	.657**	.847**	.810**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	403	403	403	403	403	403	403	403	403	403	403	403

In the above given table, correlation analysis reveals that there exists a relationship between Leadership qualities in the organization and Employee engagement. The correlation value, .810 shows that there exists a strong relationship between these two items.

EMPLOYEE WELL-BEING and EMPLOYEE ENGAGEMENT

Table 40 showing correlation between Employee well-being and Employee engagement

		AVM	BIH	WLB	RJF	IC	MM	TWC	TD	LQ	EWB	APS	EES
EWB	Pearson Correlation	.657**	.653**	.668**	.704**	.564**	.757**	.712**	.724**	.657**	1	.868**	.829**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	403	403	403	403	403	403	403	403	403	403	403	403

In the above given table, correlation analysis reveals that there exists a relationship between Employee well-being and Employee engagement. The correlation value, .829 shows that there exists a strong relationship between these two items.

AVERAGE PERFORMANCE SCORE and EMPLOYEE ENGAGEMENT

Table 41 showing correlation between Average Performance score and Employee engagement

		AVM	BIH	WLB	RJF	IC	MM	TWC	TD	LQ	EWB	APS	EES
APS	Pearson Correlation	.752**	.812**	.798**	.840**	.735**	.913**	.907**	.888**	.847**	.868**	1	.975**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	403	403	403	403	403	403	403	403	403	403	403	403

In the above given table, correlation analysis reveals that there exists a relationship between Average Performance score and Employee engagement. The correlation value, .829 shows that there exists a strong relationship between these two items

3.5. TESTING OF HYPOTHESES:

CHI-SQUARE TESTS

Chi-square is a statistical test that tests for the existence of a relationship between two variables. This test can be used with nominal, ordinal, or scale variables, so it is a very versatile test, but it is sensitive to sample sizes too. It is important to have at least a few cases in each of the values of both of the variables involved in this test or the results will be skewed.

Hypothesis (H1): Alignment of objectives with vision and mission is significantly related to employee engagement practices.

Table 42 Aligning Vision and Mission to Objectives and Employee Engagement

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2187.439 ^a	540	.000
Likelihood Ratio	717.988	540	.000
Linear-by-Linear Association	273.247	1	.000
N of Valid Cases	403		

Considering the relationship between *Aligning Vision and Mission to Objectives* and *Employee Engagement*, above given chi-square results reveal that the Pearson Chi-Square value is, 2187.439 and the significant value (.000) is less than significant level (.05). Then the statistic is considered to be significant, meaning that the researcher can be 95% confident that the relationship between the two variables is not due to chance. Hence there exists a significant relationship between Aligning Vision and Mission to the objectives and Employee Engagement. Hence the Hypothesis Alignment

of objectives with vision and mission is significantly related to employee engagement practices, is accepted.

Hypothesis (H2): Basic infrastructure and hygiene in the organization is significantly related to employee engagement level in the organization

Table 43 showing Basic Infrastructure and Hygiene and Employee Engagement

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2256.866 ^a	540	.000
Likelihood Ratio	863.549	540	.000
Linear-by-Linear Association	323.406	1	.000
N of Valid Cases	403		

Considering the relationship between Basic Infrastructure and Hygiene and Employee Engagement, above given chi-square results reveal that the Pearson Chi-Square value is, 2256.866 and the significant value (.000) is less than significant level (.05). Then the statistic is considered to be significant, meaning that the researcher can be 95% confident that the relationship between the two variables is not due to chance. Hence there exists a significant relationship between Basic Infrastructure and Hygiene and Employee Engagement. Hence the hypothesis basic infrastructure and hygiene in the organization is significantly related to employee engagement level in the organization is accepted.

Hypothesis (H3): Work life balance in companies is significantly related to employee engagement level in the organization

Table 44 showing Work Life Balance and Employee Engagement

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2103.826 ^a	570	.000
Likelihood Ratio	818.245	570	.000
Linear-by-Linear Association	310.799	1	.000
N of Valid Cases	403		

Considering the relationship between Work Life Balance and Employee Engagement, above given chi-square results reveal that the Pearson Chi-Square value is, 2103.826 and the significant value (.000) is less than significant level (.05). Then the statistic is considered to be significant, meaning that the researcher can be 95% confident that the relationship between the two variables is not due to chance. Hence there exists a significant relationship between Work Life Balance and Employee Engagement. Hence the hypothesis Work life balance in companies is significantly related to employee engagement level in the organization is accepted.

Hypothesis (H4): Effective recruitment with right role and job fit for the employees is significantly related to employee engagement level in the organization.

Table 45 showing Role and Job Fit and Employee Engagement

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2857.958 ^a	810	.000
Likelihood Ratio	981.677	810	.000
Linear-by-Linear Association	333.201	1	.000
N of Valid Cases	403		

Considering the relationship between Role and Job Fit and Employee Engagement, above given chi-square results reveal that the Pearson Chi-Square value is, 2857.958 and the significant value (.000) is less than significant level (.05). Then the statistic is considered to be significant, meaning that the researcher can be 95% confident that the relationship between the two variables is not due to chance. Hence there exists a significant relationship between Role and Job Fit and Employee Engagement. Hence the hypothesis Effective recruitment with right role and job fit for the employees is significantly related to employee engagement level in the organization.is accepted

Hypothesis (H5): internal communication is significantly related to employee engagement level in the organization.

Table 46 showing Internal Communication and Employee Engagement

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1728.226 ^a	570	.000
Likelihood Ratio	761.475	570	.000
Linear-by-Linear Association	264.384	1	.000
N of Valid Cases	403		

Considering the relationship between *Internal Communication* and *Employee Engagement*, above given chi-square results reveal that the Pearson Chi-Square value is, 2187.439 and the significant value (.000) is less than significant level (.05). Then the statistic is considered to be significant, meaning that the researcher can be 95% confident that the relationship between the two variables is not due to chance. Hence there exists a significant relationship between *Internal Communication* and Employee Engagement. Hence the hypothesis internal communication is significantly related to employee engagement level in the organization is accepted.

Hypothesis (H6): Presence of supportive manager is significantly related to employee engagement level in the organization.

Table 47 showing Manager and Employee Engagement

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2799.808 ^a	870	.000
Likelihood Ratio	992.255	870	.002
Linear-by-Linear Association	335.213	1	.000
N of Valid Cases	403		

Considering the relationship between *My Manager* and *Employee Engagement*, above given chi-square results reveal that the Pearson Chi-Square value is, 2799.808 and the significant value (.000) is less than significant level (.05). Then the statistic is considered to be significant, meaning that the researcher can be 95% confident that the relationship between the two variables is not due to chance. Hence there exists a significant relationship between *My Manager* and Employee Engagement. Hence the hypothesis Presence of supportive manager is significantly related to employee engagement level in the organization has been accepted.

Hypothesis (H7): A culture based on teamwork and interpersonal relationships is significantly related to employee engagement level in the organization.

Table 48 showing Team Work Culture and Employee Engagement

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2176.024 ^a	870	.000
Likelihood Ratio	948.547	870	.033
Linear-by-Linear Association	315.235	1	.000
N of Valid Cases	403		

Considering the relationship between *Team Work Culture* and *Employee Engagement*, above given chi-square results reveal that the Pearson Chi-Square value is, 2176.024 and the significant value (.000) is less than significant level (.05). Then the statistic is considered to be significant, meaning that the researcher can be 95% confident that the relationship between the two variables is not due to chance. Hence there exists a significant relationship between *Team Work Culture* and Employee Engagement. Hence the hypothesis A culture based on teamwork and interpersonal relationships is significantly related to employee engagement level in the organization has been accepted.

Hypothesis (H8): Opportunities for talent development in organization is significantly related to employee engagement level in the organization.

Table 49 showing Talent Development and Employee Engagement

		Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square		1969.322 ^a	480	.000
Likelihood Ratio		758.512	480	.000
Linear-by-Linear Association		296.478	1	.000
N of Valid Cases		403		

Considering the relationship between *Training and Development* and *Employee Engagement*, above given chi-square results reveal that the Pearson Chi-Square value is, 1969.322 and the significant value (.000) is less than significant level (.05). Then the statistic is considered to be significant, meaning that the researcher can be 95% confident that the relationship between the two variables is not due to chance. Hence there exists a significant relationship between *Talent Development* and Employee Engagement. Hence the hypothesis Opportunities for talent development in organization is significantly related to employee engagement level in the organization has been accepted.

Hypothesis (H9): Leadership qualities is significantly related to employee engagement level in the organization.

Table 50 showing Leadership and Employee Engagement

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2156.910 ^a	540	.000
Likelihood Ratio	716.696	540	.000
Linear-by-Linear Association	260.111	1	.000
N of Valid Cases	403		

Considering the relationship between Leadership and Employee Engagement, above given chi-square results reveal that the Pearson Chi-Square value is, 2156.910 and the significant value (.000) is less than significant level (.05). Then the statistic is considered to be significant, meaning that the researcher can be 95% confident that the relationship between the two variables is not due to chance. Hence there exists a significant relationship between Leadership and Employee Engagement. Hence the hypothesis Leadership qualities is significantly related to employee engagement level in the organization.

Hypothesis (H10): Employee well-being is significantly related to employee engagement level in the organization.

Table 51 showing Employee Well Being and Employee Engagement

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2169.139 ^a	510	.000
Likelihood Ratio	666.636	510	.000
Linear-by-Linear Association	270.467	1	.000
N of Valid Cases	403		

Considering the relationship between *Employee Well Being* and *Employee Engagement*, above given chi-square results reveal that the Pearson Chi-Square value is, 2187.439 and the significant value (.000) is less than significant level (.05). Then the statistic is considered to be significant, meaning that the researcher can be 95% confident that the relationship between the two variables is not due to chance. Hence there exists a significant relationship between *Employee Well Being* and Employee Engagement. Hence the hypothesis Employee well-being is significantly related to employee engagement level in the organization is accepted.

Table 52 showing Sector wise Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
AVM IT	146	3.74	.564	.046	3.65	3.83	1.60	5.00
Telecom	131	3.81	.654	.057	3.69	3.92	2.00	5.00
BAnk	126	3.67	.734	.065	3.54	3.80	1.00	5.00
Total	403	3.74	.651	.032	3.68	3.80	1.00	5.00
BIH IT	146	3.77	.627	.051	3.67	3.88	2.00	5.00
Telecom	131	3.85	.658	.057	3.74	3.97	1.00	5.00
BAnk	126	3.68	.700	.062	3.55	3.80	1.20	5.00
Total	403	3.77	.663	.033	3.70	3.83	1.00	5.00
WLB IT	146	3.70	.637	.052	3.59	3.80	2.00	5.00
Telecom	131	3.76	.706	.061	3.63	3.88	1.00	5.00
BAnk	126	3.61	.745	.066	3.48	3.74	1.20	5.00
Total	403	3.69	.695	.034	3.62	3.76	1.00	5.00
RJF IT	146	3.69	.668	.055	3.58	3.80	1.86	5.00
Telecom	131	3.71	.655	.057	3.60	3.82	1.43	5.00
BAnk	126	3.54	.814	.072	3.40	3.68	1.29	5.00
Total	403	3.65	.715	.035	3.58	3.72	1.29	5.00
IC IT	146	3.71	.600	.049	3.61	3.81	2.00	5.00
Telecom	131	3.76	.657	.057	3.65	3.87	1.80	5.00
BAnk	126	3.71	.680	.060	3.59	3.83	1.80	5.00
Total	403	3.73	.643	.032	3.66	3.79	1.80	5.00
MM IT	146	3.64	.649	.054	3.53	3.75	1.00	5.00
Telecom	131	3.73	.651	.057	3.62	3.84	2.00	5.00
BAnk	126	3.49	.765	.068	3.35	3.62	1.00	5.00
Total	403	3.62	.693	.035	3.55	3.69	1.00	5.00
TWC IT	146	3.50	.700	.058	3.39	3.62	2.00	5.00
Telecom	131	3.70	.717	.063	3.58	3.82	2.00	5.00
BAnk	126	3.51	.781	.070	3.37	3.65	1.00	5.00

	Total	403	3.57	.735	.037	3.50	3.64	1.00	5.00
TD	IT	146	3.69	.543	.045	3.60	3.78	2.00	5.00
	Telecom	131	3.84	.587	.051	3.74	3.94	2.00	5.00
	BAnk	126	3.66	.716	.064	3.54	3.79	2.00	5.00
	Total	403	3.73	.619	.031	3.67	3.79	2.00	5.00
L	IT	146	3.83	.575	.048	3.73	3.92	3.00	5.00
	Telecom	131	4.00	.693	.061	3.88	4.12	2.00	5.00
	BAnk	126	3.86	.716	.064	3.74	3.99	1.00	5.00
	Total	403	3.89	.663	.033	3.83	3.96	1.00	5.00
WB	IT	146	3.76	.537	.044	3.68	3.85	2.00	5.00
	Telecom	131	3.76	.613	.054	3.65	3.86	2.00	5.00
	BAnk	126	3.64	.792	.071	3.50	3.78	1.00	5.00
	Total	403	3.72	.651	.032	3.66	3.79	1.00	5.00

3.6. ANALYSIS OF VARIANCE (ANOVA)-ONE WAY

Analysis of variance enables us to test for significant difference between two or more groups as well as to look at the interaction of two independent variables on the dependent variable. The purpose of Anova is to decide whether the differences between means and observations is simply due to chance or whether there are systematic effects that have caused scores of observations in one or more groups to be statistically significant different from those on other groups.

Anova was computed to find out if the perception of Employees from the three sectors namely IT, Telecom and Banks, differed on, employee engagement factors. The P value of the most of the factors of Employee Engagement are greater than level of significance (.05), which suggests that there is no significant difference in the perception of Employees, on employee engagement factors , with respect to sectors.

Hypothesis (H11): There is significant difference in employee engagement practices between the sectors.

Table 53 showing Sector wise ANOVA

ANOVA

			Sum of	df	Mean	F	Sig.	
AVM	Between Groups	(Combined)	1.162	2	.581	1.372	.255	
		Linear Term	Unweighted	.309	1	.309	.731	.393
			Weighted	.267	1	.267	.631	.427
			Deviation	.895	1	.895	2.113	.147
	Within Groups			169.353	400	.423		
Total			170.515	402				
BIH	Between Groups	(Combined)	2.072	2	1.036	2.373	.095	
		Linear Term	Unweighted	.667	1	.667	1.527	.217
			Weighted	.587	1	.587	1.344	.247
			Deviation	1.486	1	1.486	3.402	.066
	Within Groups			174.674	400	.437		
Total			176.747	402				
WLB	Between Groups	(Combined)	1.333	2	.667	1.380	.253	
		Linear Term	Unweighted	.467	1	.467	.967	.326
			Weighted	.415	1	.415	.858	.355
			Deviation	.919	1	.919	1.901	.169
	Within Groups			193.277	400	.483		
Total			194.610	402				
RJF	Between Groups	(Combined)	2.262	2	1.131	2.222	.110	
		Linear Term	Unweighted	1.601	1	1.601	3.145	.077
			Weighted	1.513	1	1.513	2.972	.085
			Deviation	.749	1	.749	1.472	.226
	Within Groups			203.600	400	.509		
Total			205.863	402				
IC	Between Groups	(Combined)	.219	2	.110	.264	.768	
		Linear Term	Unweighted	.000	1	.000	.000	.984
			Weighted	.000	1	.000	.000	.992
			Deviation	.219	1	.219	.527	.468
	Within Groups			166.295	400	.416		
Total			166.515	402				

MM	Between Groups	(Combined)		3.915	2	1.958	4.138	.017
		Linear Term	Unweighted	1.557	1	1.557	3.292	.070
			Weighted	1.398	1	1.398	2.955	.086
			Deviation	2.518	1	2.518	5.322	.022
	Within Groups		189.232	400	.473			
Total		193.148	402					
TWC	Between Groups	(Combined)		3.272	2	1.636	3.058	.048
		Linear Term	Unweighted	.004	1	.004	.007	.931
			Weighted	.019	1	.019	.036	.849
			Deviation	3.253	1	3.253	6.080	.014
	Within Groups		214.003	400	.535			
Total		217.275	402					
TD	Between Groups	(Combined)		2.434	2	1.217	3.210	.041
		Linear Term	Unweighted	.054	1	.054	.143	.706
			Weighted	.028	1	.028	.074	.786
			Deviation	2.406	1	2.406	6.346	.012
	Within Groups		151.663	400	.379			
Total		154.097	402					
L	Between Groups	(Combined)		2.118	2	1.059	2.429	.089
		Linear Term	Unweighted	.084	1	.084	.193	.660
			Weighted	.122	1	.122	.281	.596
			Deviation	1.996	1	1.996	4.577	.033
	Within Groups		174.402	400	.436			
Total		176.521	402					
WB	Between Groups	(Combined)		1.202	2	.601	1.421	.243
		Linear Term	Unweighted	.975	1	.975	2.305	.130
			Weighted	.934	1	.934	2.208	.138
			Deviation	.268	1	.268	.634	.426
	Within Groups		169.165	400	.423			
Total		170.367	402					

Anova was computed to find out if the perception of Employees from different sectors, differed on, employee engagement factors. The P value of the all the factors of Employee Engagement are greater than the level of significance (.05), which suggests that there is no significant difference in the perception of Employees, on employee engagement factors, with respect to Age. Hence the hypothesis There is significant difference in employee engagement practices between the sectors., is rejected.

Hypothesis (H15): Age brings in a significant difference in Employees' perception on Employee engagement

Table 54 showing Age wise Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
AVM	20-30	244	3.7459	.67430	.04317	3.6609	3.8309	1.00	5.00
	30-40	128	3.7719	.61156	.05405	3.6649	3.8788	1.60	5.00
	40-50	27	3.6444	.57468	.11060	3.4171	3.8718	1.40	4.40
	50-60	4	3.4500	1.03763	.51881	1.7989	5.1011	2.80	5.00
	Total	403	3.7444	.65128	.03244	3.6806	3.8082	1.00	5.00
BIH	20-30	244	3.8037	.66632	.04266	3.7197	3.8877	1.00	5.00
	30-40	128	3.7328	.62154	.05494	3.6241	3.8415	2.20	5.00
	40-50	27	3.7407	.75205	.14473	3.4432	4.0382	1.20	5.00
	50-60	4	3.5500	1.21518	.60759	1.6164	5.4836	2.20	5.00
	Total	403	3.7744	.66308	.03303	3.7095	3.8394	1.00	5.00
WLB	20-30	244	3.7217	.68070	.04358	3.6359	3.8076	1.00	5.00
	30-40	128	3.6781	.67915	.06003	3.5593	3.7969	2.00	5.00
	40-50	27	3.5481	.85502	.16455	3.2099	3.8864	1.20	5.00
	50-60	4	3.6000	1.09545	.54772	1.8569	5.3431	2.40	4.80
	Total	403	3.6950	.69578	.03466	3.6269	3.7632	1.00	5.00
RJF	20-30	244	3.6568	.71263	.04562	3.5669	3.7467	1.43	5.00
	30-40	128	3.6496	.69281	.06124	3.5284	3.7708	1.29	5.00
	40-50	27	3.6989	.80104	.15416	3.3820	4.0158	1.29	5.00
	50-60	4	3.4275	1.23184	.61592	1.4674	5.3876	2.14	4.86
	Total	403	3.6551	.71561	.03565	3.5850	3.7251	1.29	5.00
IC	20-30	244	3.7348	.63497	.04065	3.6548	3.8149	1.80	5.00
	30-40	128	3.6898	.63529	.05615	3.5787	3.8010	1.80	5.00
	40-50	27	3.8963	.66880	.12871	3.6317	4.1609	2.60	5.00
	50-60	4	3.6500	1.24766	.62383	1.6647	5.6353	2.40	5.00

	Total	403	3.7305	.64360	.03206	3.6675	3.7935	1.80	5.00
MM	20-30	244	3.65	.677	.043	3.57	3.74	1	5
	30-40	128	3.60	.687	.061	3.48	3.72	1	5
	40-50	27	3.55	.781	.150	3.24	3.86	1	5
	50-60	4	2.95	1.127	.563	1.16	4.74	2	5
	Total	403	3.62	.693	.035	3.55	3.69	1	5
TWC	20-30	244	3.62	.732	.047	3.53	3.71	1	5
	30-40	128	3.48	.727	.064	3.35	3.61	2	5
	40-50	27	3.59	.744	.143	3.29	3.88	1	5
	50-60	4	3.28	1.078	.539	1.56	4.99	2	5
	Total	403	3.57	.735	.037	3.50	3.64	1	5
TD	20-30	244	3.75	.647	.041	3.67	3.83	2	5
	30-40	128	3.68	.524	.046	3.59	3.77	2	5
	40-50	27	3.81	.738	.142	3.52	4.11	2	5
	50-60	4	3.65	.957	.479	2.13	5.17	3	5
	Total	403	3.73	.619	.031	3.67	3.79	2	5
L	20-30	244	3.88	.699	.045	3.80	3.97	1	5
	30-40	128	3.85	.581	.051	3.75	3.95	2	5
	40-50	27	4.18	.588	.113	3.95	4.41	2	5
	50-60	4	3.95	1.100	.550	2.20	5.70	3	5
	Total	403	3.89	.663	.033	3.83	3.96	1	5
WB	20-30	244	3.74	.706	.045	3.65	3.83	1	5
	30-40	128	3.69	.544	.048	3.60	3.79	2	5
	40-50	27	3.75	.569	.110	3.53	3.98	2	5
	50-60	4	3.65	.981	.491	2.09	5.21	3	5
	Total	403	3.72	.651	.032	3.66	3.79	1	5

Table 55 showing age wise ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
AVM	Between Groups (Combined)	.714	3	.238	.559	.642
	Linear Term Unweighted	.442	1	.442	1.038	.309
	Weighted	.164	1	.164	.386	.535
	Deviation	.549	2	.275	.645	.525
	Within Groups	169.801	399	.426		
	Total	170.515	402			
BIH	Between Groups (Combined)	.663	3	.221	.501	.682
	Linear Term Unweighted	.243	1	.243	.551	.458
	Weighted	.542	1	.542	1.229	.268
	Deviation	.120	2	.060	.136	.873
	Within Groups	176.084	399	.441		
	Total	176.747	402			
WLB	Between Groups (Combined)	.829	3	.276	.569	.636
	Linear Term Unweighted	.105	1	.105	.216	.642
	Weighted	.707	1	.707	1.456	.228
	Deviation	.122	2	.061	.126	.882
	Within Groups	193.781	399	.486		
	Total	194.610	402			
RJF	Between Groups (Combined)	.264	3	.088	.170	.916
	Linear Term Unweighted	.175	1	.175	.339	.560
	Weighted	.006	1	.006	.012	.912
	Deviation	.257	2	.129	.250	.779
	Within Groups	205.599	399	.515		
	Total	205.863	402			
IC	Between Groups (Combined)	.984	3	.328	.791	.500
	Linear Term Unweighted	.001	1	.001	.002	.961
	Weighted	.043	1	.043	.104	.747
	Deviation	.941	2	.471	1.134	.323
	Within Groups	165.530	399	.415		
	Total	166.515	402			
MM	Between Groups (Combined)	2.253	3	.751	1.569	.196
	Linear Term Unweighted	2.000	1	2.000	4.181	.042

	Weighted	1.249	1	1.249	2.611	.107
	Deviation	1.003	2	.502	1.049	.351
	Within Groups	190.895	399	.478		
	Total	193.148	402			
TWC	Between Groups (Combined)	2.028	3	.676	1.253	.290
	Linear Term Unweighted	.370	1	.370	.686	.408
	Weighted	1.142	1	1.142	2.116	.147
	Deviation	.887	2	.443	.822	.440
	Within Groups	215.246	399	.539		
	Total	217.275	402			
TD	Between Groups (Combined)	.601	3	.200	.521	.668
	Linear Term Unweighted	.012	1	.012	.031	.859
	Weighted	.044	1	.044	.115	.735
	Deviation	.557	2	.278	.723	.486
	Within Groups	153.496	399	.385		
	Total	154.097	402			
L	Between Groups (Combined)	2.463	3	.821	1.882	.132
	Linear Term Unweighted	.120	1	.120	.274	.601
	Weighted	.623	1	.623	1.428	.233
	Deviation	1.840	2	.920	2.109	.123
	Within Groups	174.058	399	.436		
	Total	176.521	402			
WB	Between Groups (Combined)	.214	3	.071	.167	.918
	Linear Term Unweighted	.019	1	.019	.044	.834
	Weighted	.063	1	.063	.149	.700
	Deviation	.151	2	.075	.177	.838
	Within Groups	170.153	399	.426		
	Total	170.367	402			

Anova was computed to find out if the perception of Employees from different age groups, differed on, employee engagement factors. The P value of the all the factors of Employee Engagement are greater level of significance (.05), which suggests that there is no significant difference in the perception of Employees, on employee engagement factors, with respect to Age. Hence the hypothesis Age brings in a significant difference in Employees' perception on Employee engagement is rejected.

Hypothesis (H14): Experience brings in a significant difference in Employees' perception on Employee engagement.

Table 56 showing Experience wise - Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
AVM	0-5	334	3.7617	.62958	.03445	3.6939	3.8294	1.00	5.00
	5-10	41	3.8146	.72026	.11249	3.5873	4.0420	2.20	5.00
	10-15	6	3.2333	.87101	.35559	2.3193	4.1474	1.60	4.00
	15-20	4	3.5500	.61914	.30957	2.5648	4.5352	3.00	4.40
	20-30	16	3.5500	.76420	.19105	3.1428	3.9572	1.40	5.00
	30 and above	2	2.9000	.14142	.10000	1.6294	4.1706	2.80	3.00
	Total	403	3.7444	.65128	.03244	3.6806	3.8082	1.00	5.00
BIH	0-5	334	3.7772	.65592	.03589	3.7066	3.8478	1.00	5.00
	5-10	41	3.8854	.51844	.08097	3.7217	4.0490	2.80	5.00
	10-15	6	3.4000	.71554	.29212	2.6491	4.1509	2.40	4.00
	15-20	4	4.0000	.43205	.21602	3.3125	4.6875	3.60	4.60
	20-30	16	3.5500	1.05198	.26300	2.9894	4.1106	1.20	5.00
	30 and above	2	3.5000	.70711	.50000	-2.8531	9.8531	3.00	4.00
	Total	403	3.7744	.66308	.03303	3.7095	3.8394	1.00	5.00
WLB	0-5	334	3.7210	.67649	.03702	3.6481	3.7938	1.00	5.00
	5-10	41	3.7488	.63448	.09909	3.5485	3.9490	2.40	5.00
	10-15	6	3.1667	.66232	.27039	2.4716	3.8617	2.00	4.00
	15-20	4	3.4000	.78316	.39158	2.1538	4.6462	2.40	4.20
	20-30	16	3.3375	1.02429	.25607	2.7917	3.8833	1.20	5.00
	30 and above	2	3.3000	1.27279	.90000	-8.1356	14.7356	2.40	4.20
	Total	403	3.6950	.69578	.03466	3.6269	3.7632	1.00	5.00
RJF	0-5	334	3.6662	.71065	.03888	3.5897	3.7427	1.43	5.00
	5-10	41	3.7046	.53498	.08355	3.5358	3.8735	2.57	4.86
	10-15	6	3.0000	.87827	.35855	2.0783	3.9217	1.29	3.71
	15-20	4	3.9300	.52839	.26420	3.0892	4.7708	3.29	4.43
	20-30	16	3.5456	1.03032	.25758	2.9966	4.0946	1.29	5.00

	30 and above	2	3.0700	1.31522	.93000	-8.7468	14.8868	2.14	4.00
	Total	403	3.6551	.71561	.03565	3.5850	3.7251	1.29	5.00
IC	0-5	334	3.7153	.64210	.03513	3.6462	3.7844	1.80	5.00
	5-10	41	3.8561	.42898	.06700	3.7207	3.9915	3.20	5.00
	10-15	6	3.2000	.73756	.30111	2.4260	3.9740	1.80	3.80
	15-20	4	4.0500	1.05040	.52520	2.3786	5.7214	2.60	5.00
	20-30	16	3.8875	.83257	.20814	3.4439	4.3311	2.60	5.00
	30 and above	2	3.4000	1.41421	1.00000	-9.3062	16.1062	2.40	4.40
	Total	403	3.7305	.64360	.03206	3.6675	3.7935	1.80	5.00
MM	0-5	334	3.64	.676	.037	3.57	3.71	1	5
	5-10	41	3.77	.592	.092	3.58	3.95	2	5
	10-15	6	2.90	.800	.327	2.06	3.74	2	4
	15-20	4	3.65	.695	.348	2.54	4.76	3	4
	20-30	16	3.31	.946	.236	2.81	3.82	1	5
	30 and above	2	2.40	.424	.300	-1.41	6.21	2	3
	Total	403	3.62	.693	.035	3.55	3.69	1	5
TWC	0-5	334	3.54	.738	.040	3.46	3.62	1	5
	5-10	41	3.93	.570	.089	3.75	4.11	2	5
	10-15	6	3.15	.373	.152	2.76	3.54	3	4
	15-20	4	3.62	.562	.281	2.73	4.52	3	4
	20-30	16	3.41	.967	.242	2.89	3.92	1	5
	30 and above	2	3.15	.212	.150	1.24	5.06	3	3
	Total	403	3.57	.735	.037	3.50	3.64	1	5
TD	0-5	334	3.71	.608	.033	3.64	3.77	2	5
	5-10	41	3.97	.502	.078	3.81	4.12	3	5
	10-15	6	3.13	.589	.240	2.52	3.75	2	4
	15-20	4	4.10	.577	.289	3.18	5.02	3	5
	20-30	16	3.79	.887	.222	3.31	4.26	2	5
	30 and above	2	3.30	.990	.700	-5.59	12.19	3	4
	Total	403	3.73	.619	.031	3.67	3.79	2	5

L	0-5	334	3.85	.668	.037	3.78	3.92	1	5
	5-10	41	4.09	.475	.074	3.94	4.24	3	5
	10-15	6	4.33	.826	.337	3.47	5.20	3	5
	15-20	4	4.15	.597	.299	3.20	5.10	4	5
	20-30	16	4.09	.748	.187	3.69	4.49	2	5
	30 and above	2	3.90	1.273	.900	-7.54	15.34	3	5
	Total	403	3.89	.663	.033	3.83	3.96	1	5
WB	0-5	334	3.73	.649	.035	3.66	3.80	1	5
	5-10	41	3.83	.565	.088	3.65	4.01	2	5
	10-15	6	3.28	1.013	.413	2.22	4.35	2	5
	15-20	4	3.45	.802	.401	2.17	4.73	2	4
	20-30	16	3.67	.737	.184	3.28	4.06	2	5
	30 and above	2	3.65	.495	.350	-.80	8.10	3	4
	Total	403	3.72	.651	.032	3.66	3.79	1	5

Table 57 showing Experience wise ANOVA

			Sum of Squares	df	Mean Square	F	Sig.	
AVM	Between	(Combined)	4.051	5	.810	1.932	.088	
	Groups	Linear	Unweighted	1.663	1	1.663	3.966	.047
		Term	Weighted	1.952	1	1.952	4.655	.032
			Deviation	2.099	4	.525	1.251	.289
	Within Groups			166.464	397	.419		
Total			170.515	402				
BIH	Between	(Combined)	2.508	5	.502	1.143	.337	
	Groups	Linear	Unweighted	.233	1	.233	.531	.466
		Term	Weighted	.573	1	.573	1.306	.254
			Deviation	1.935	4	.484	1.102	.355
	Within Groups			174.238	397	.439		
Total			176.747	402				
WLB	Between	(Combined)	4.724	5	.945	1.975	.081	
	Groups	Linear	Unweighted	.700	1	.700	1.464	.227
		Term	Weighted	3.317	1	3.317	6.935	.009
			Deviation	1.407	4	.352	.735	.568
	Within Groups			189.887	397	.478		
Total			194.610	402				
RJF	Between	(Combined)	3.895	5	.779	1.531	.179	
	Groups	Linear	Unweighted	.464	1	.464	.912	.340
		Term	Weighted	.659	1	.659	1.296	.256
			Deviation	3.236	4	.809	1.590	.176
	Within Groups			201.967	397	.509		
Total			205.863	402				
IC	Between	(Combined)	3.434	5	.687	1.672	.140	
	Groups	Linear	Unweighted	.029	1	.029	.071	.791
		Term	Weighted	.244	1	.244	.594	.441
			Deviation	3.190	4	.798	1.941	.103
	Within Groups			163.081	397	.411		
Total			166.515	402				
MM	Between	(Combined)	8.594	5	1.719	3.697	.003	

	Groups	Linear	Unweighted	3.362	1	3.362	7.232	.007
		Term	Weighted	3.302	1	3.302	7.104	.008
			Deviation	5.292	4	1.323	2.846	.024
Within Groups				184.554	397	.465		
Total				193.148	402			
TWC	Between	(Combined)		7.319	5	1.464	2.768	.018
	Groups	Linear	Unweighted	.676	1	.676	1.278	.259
		Term	Weighted	.053	1	.053	.100	.752
			Deviation	7.267	4	1.817	3.435	.009
Within Groups				209.955	397	.529		
Total				217.275	402			
TD	Between	(Combined)		5.525	5	1.105	2.953	.012
	Groups	Linear	Unweighted	.190	1	.190	.507	.477
		Term	Weighted	.102	1	.102	.272	.602
			Deviation	5.423	4	1.356	3.623	.006
Within Groups				148.572	397	.374		
Total				154.097	402			
L	Between	(Combined)		4.241	5	.848	1.955	.084
	Groups	Linear	Unweighted	.000	1	.000	.001	.977
		Term	Weighted	2.321	1	2.321	5.348	.021
			Deviation	1.921	4	.480	1.107	.353
Within Groups				172.279	397	.434		
Total				176.521	402			
WB	Between	(Combined)		2.002	5	.400	.944	.452
	Groups	Linear	Unweighted	.036	1	.036	.084	.772
		Term	Weighted	.202	1	.202	.476	.491
			Deviation	1.800	4	.450	1.061	.376
Within Groups				168.365	397	.424		
Total				170.367	402			

Anova was computed to find out if the perception of Employees of different experience level in the organization, differed on, employee engagement factors. The P value of the most of the contributing factors of Employee Engagement are greater than the level of significance (.05), which suggests that there is no significant difference in the perception of Employees, on employee engagement factors , with respect to Age.. Hence the hypothesis, Experience brings in a significant difference in Employees' perception on Employee engagement is rejected.

3.7. T-TEST

The independent sample t-test is a member of the t-test family, which consists of tests that compare mean value(s) of continuous-level (interval or ratio data), normally distributed data. The independent sample t-test compares two means. It assumes a model where the variables in the analysis are split into independent and dependent variables. The model assumes that a difference in the mean score of the dependent variable is found because of the influence of the independent variable. Thus, the independent sample t-test is an analysis of dependence. It is one of the most widely used statistical tests, and is sometimes erroneously called the independent variable t-test.

Hypothesis (H12): Gender brings in a significant difference in Employees' perception on Employee engagement.

Table 58 showing Gender wise Group Statistics

	GEN	N	Mean	Std. Deviation	Std. Error Mean
AVM	Male	332	3.7313	.66513	.03650
	Female	71	3.8056	.58258	.06914
BIH	Male	332	3.7527	.67369	.03697
	Female	71	3.8761	.60509	.07181
WLB	Male	332	3.6792	.70116	.03848
	Female	71	3.7690	.66988	.07950
RJF	Male	332	3.6320	.71833	.03942
	Female	71	3.7631	.69757	.08279
IC	Male	332	3.7090	.64736	.03553
	Female	71	3.8310	.62027	.07361
MM	Male	332	3.61	.690	.038
	Female	71	3.66	.713	.085
TWC	Male	332	3.54	.740	.041
	Female	71	3.69	.705	.084
TD	Male	332	3.72	.614	.034
	Female	71	3.79	.643	.076
L	Male	332	3.87	.654	.036
	Female	71	4.02	.693	.082
WB	Male	332	3.71	.654	.036
	Female	71	3.79	.637	.076

Table 59 showing Independent Samples Test- Gender wise

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
AVM	Equal variances assumed	1.031	.310	-.872	401	.384	-.07431	.08518	-.24177	.09315
	Equal variances not assumed			-.950	112.615	.344	-.07431	.07818	-.22921	.08059
BIH	Equal variances assumed	.312	.577	-1.424	401	.155	-.12335	.08659	-.29357	.04688
	Equal variances not assumed			-1.527	110.392	.130	-.12335	.08077	-.28341	.03672
WLB	Equal variances assumed	.264	.607	-.987	401	.324	-.08980	.09098	-.26865	.08906
	Equal variances not assumed			-1.017	105.419	.312	-.08980	.08832	-.26492	.08532
RJF	Equal variances assumed	.033	.856	-1.403	401	.161	-.13114	.09346	-.31487	.05258

	Equal variances not assumed			-1.430	104.215	.156	-1.13114	.09169	-.31297	.05069
IC	Equal variances assumed	.002	.966	-1.451	401	.148	-1.12195	.08404	-.28716	.04326
	Equal variances not assumed			-1.492	105.202	.139	-1.12195	.08174	-.28402	.04012
MM	Equal variances assumed	.557	.456	-.518	401	.605	-.047	.091	-.225	.131
	Equal variances not assumed			-.507	99.985	.613	-.047	.093	-.231	.137
TWC	Equal variances assumed	.004	.951	-1.544	401	.123	-.148	.096	-.337	.040
	Equal variances not assumed			-1.594	105.668	.114	-.148	.093	-.332	.036
TD	Equal variances assumed	.085	.771	-.935	401	.350	-.076	.081	-.235	.083
	Equal variances not assumed			-.907	99.152	.367	-.076	.083	-.241	.090
L	Equal variances assumed	1.236	.267	-1.739	401	.083	-.150	.086	-.320	.020

	Equal variances not assumed			-1.674	98.404	.097	-.150	.090	-.328	.028
WB	Equal variances assumed	.352	.553	-.955	401	.340	-.081	.085	-.249	.086
	Equal variances not assumed			-.972	104.043	.333	-.081	.084	-.247	.085

T-test was computed to find out if the perception of Employees differed on employee engagement factors, with respect to gender. The P value of the contributing factors of Employee Engagement are greater than level of significance (.05), which suggests that there is no significant difference in the perception of Employees, on employee engagement factors , with respect to gender. Hence the hypothesis, Gender brings in a significant difference in Employees' perception on Employee engagement, is rejected.

Hypothesis (H13): Educational Qualification brings in a significant difference in Employees' perception on Employee engagement.

Table 60 showing Education Qualification wise Group Statistics

	EDU	N	Mean	Std. Deviation	Std. Error Mean
AVM	Undergraduate	240	3.7350	.66454	.04290
	Post Graduate	163	3.7583	.63302	.04958
BIH	Undergraduate	240	3.7783	.67807	.04377
	Post Graduate	163	3.7687	.64238	.05032
WLB	Undergraduate	240	3.7137	.72025	.04649
	Post Graduate	163	3.6675	.65930	.05164
RJF	Undergraduate	240	3.6234	.75821	.04894
	Post Graduate	163	3.7017	.64727	.05070
IC	Undergraduate	240	3.7229	.67460	.04354
	Post Graduate	163	3.7417	.59689	.04675
MM	Undergraduate	240	3.62	.742	.048
	Post Graduate	163	3.63	.617	.048
TWC	Undergraduate	240	3.56	.760	.049
	Post Graduate	163	3.58	.698	.055
TD	Undergraduate	240	3.69	.639	.041
	Post Graduate	163	3.80	.584	.046
L	Undergraduate	240	3.90	.670	.043
	Post Graduate	163	3.88	.653	.051
WB	Undergraduate	240	3.70	.660	.043
	Post Graduate	163	3.76	.638	.050

Table 61 showing Independent Samples Test-Education Qualification wise

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
AVM	Equal variances assumed	.009	.924	-.352	401	.725	-.02328	.06618	-.15338	.10681
	Equal variances not assumed			-.355	358.957	.723	-.02328	.06556	-.15222	.10565
BIH	Equal variances assumed	.074	.786	.143	401	.887	.00962	.06738	-.12284	.14209
	Equal variances not assumed			.144	360.153	.885	.00962	.06669	-.12153	.14077
WLB	Equal variances assumed	.613	.434	.655	401	.513	.04627	.07067	-.09266	.18519
	Equal variances not assumed			.666	367.427	.506	.04627	.06949	-.09037	.18290
RJF	Equal variances assumed	3.973	.047	1.077	401	.282	-.07824	.07262	-.22100	.06452
	Equal variances not assumed			1.110	380.591	.268	-.07824	.07047	-.21679	.06031
IC	Equal variances assumed	4.486	.035	-.287	401	.774	-.01880	.06540	-.14737	.10976
	Equal variances not assumed			-.294	374.139	.769	-.01880	.06389	-.14443	.10683
MM	Equal variances assumed	2.021	.156	-.211	401	.833	-.015	.070	-.153	.124
	Equal variances not assumed			-.218	384.902	.827	-.015	.068	-.149	.119

TWC	Equal variances assumed	.852	.357	-.341	401	.733	-.025	.075	-.172	.121
	Equal variances not assumed			-.347	366.747	.729	-.025	.073	-.170	.119
TD	Equal variances assumed	.778	.378	1.855	401	.064	-.116	.063	-.239	.007
	Equal variances not assumed			1.888	367.958	.060	-.116	.062	-.237	.005
L	Equal variances assumed	.679	.410	.378	401	.706	.025	.067	-.107	.158
	Equal variances not assumed			.379	353.895	.705	.025	.067	-.106	.157
WB	Equal variances assumed	.447	.504	-.982	401	.327	-.065	.066	-.195	.065
	Equal variances not assumed			-.988	355.775	.324	-.065	.066	-.194	.064

T-test was computed to find out if the perception of Employees of different educational qualification, differed on, employee engagement factors. The P value of the contributing factors of Employee Engagement are greater than level of significance (.05), which suggests that there is no significant difference in the perception of Employees, on employee engagement factors, with respect to Educational qualification. Hence the hypothesis Educational Qualification brings in a significant difference in Employees' perception on Employee engagement, is rejected

3.8. ANALYSIS OF EMPLOYER QUESTIONNAIRE:

Table 62 showing rating given by HR Managers and Leaders in the organization for Factors influencing Employee Engagement

<i>Employer Role</i>	<i>HR Processes</i>	<i>Management Communication</i>	<i>Performance Driven Culture</i>	<i>Value Based Management</i>	<i>Rewards & Recognition</i>	<i>Overall</i>
HR	3.90	3.92	3.70	3.70	4.27	3.96
Leader	4.10	4.03	3.90	3.90	4.27	4.14
Overall	4.00	3.97	3.80	3.80	4.27	4.05

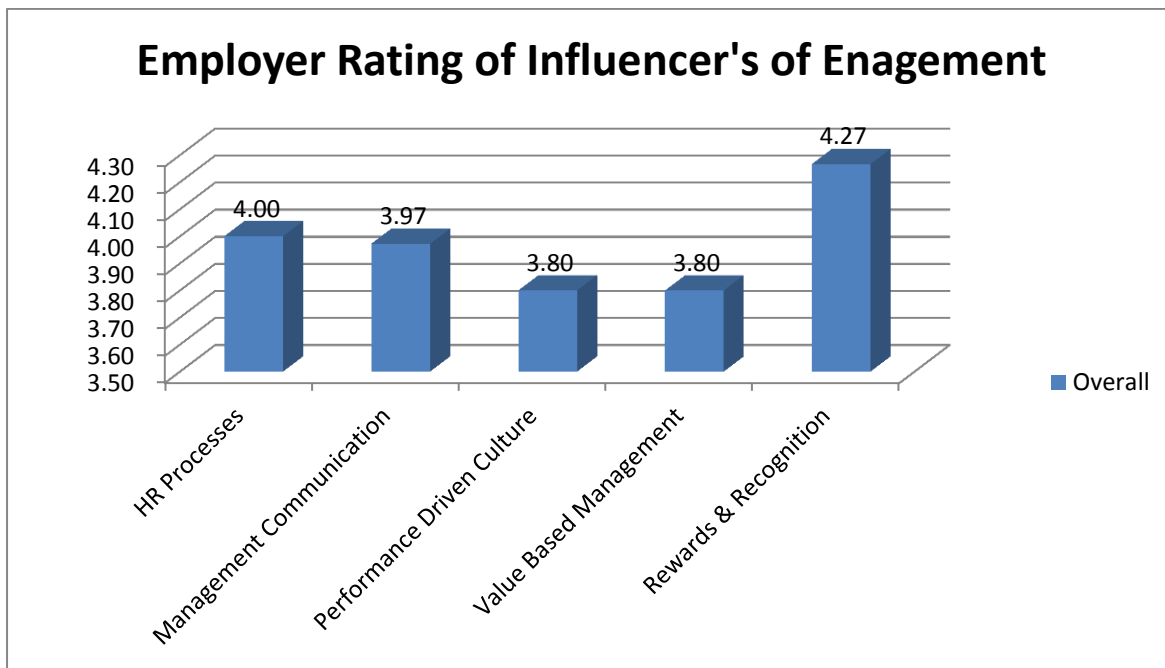
The average rating given by the HR for employee engagement is 3.96 and those in the leadership roles have given an average rating of 4.14 to all the five variables considered for effective employee engagement by the employer across the three sectors chosen under the study.

HR managers consider Rewards and recognition process in organizations to be the most important variable influencing employee engagement (4.27). The leadership roles also support the same as that also shows the same rating for rewards and recognition.

Average rating for performance driven culture and management values is 3.7 as per the human resource managers. These scores are least among the five variables.

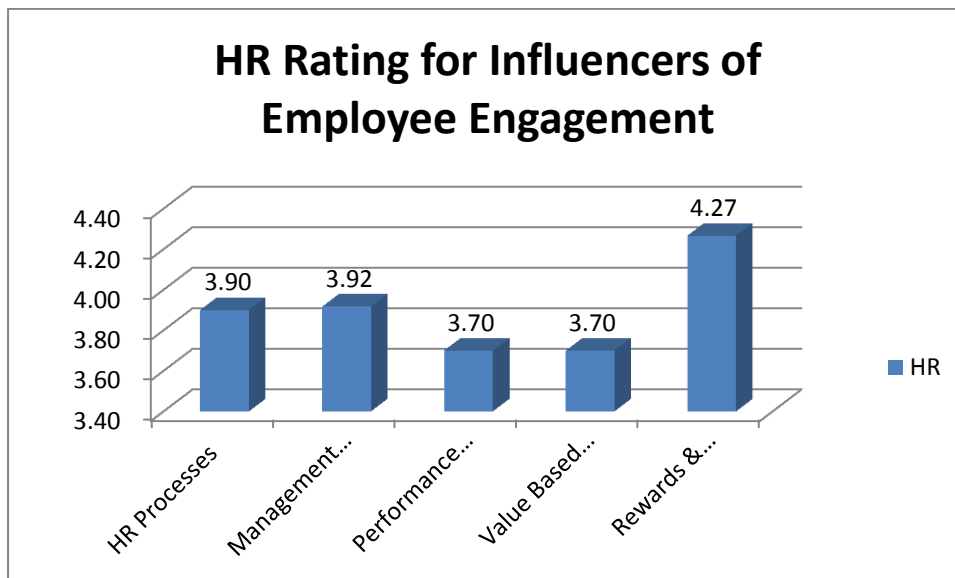
Similarly, Leaders also have given the lowest rating to performance driven culture and management values which show that according to the employer, employees consider these parameters as least important.

Chart showing overall rating given by the employers for influencers of engagement



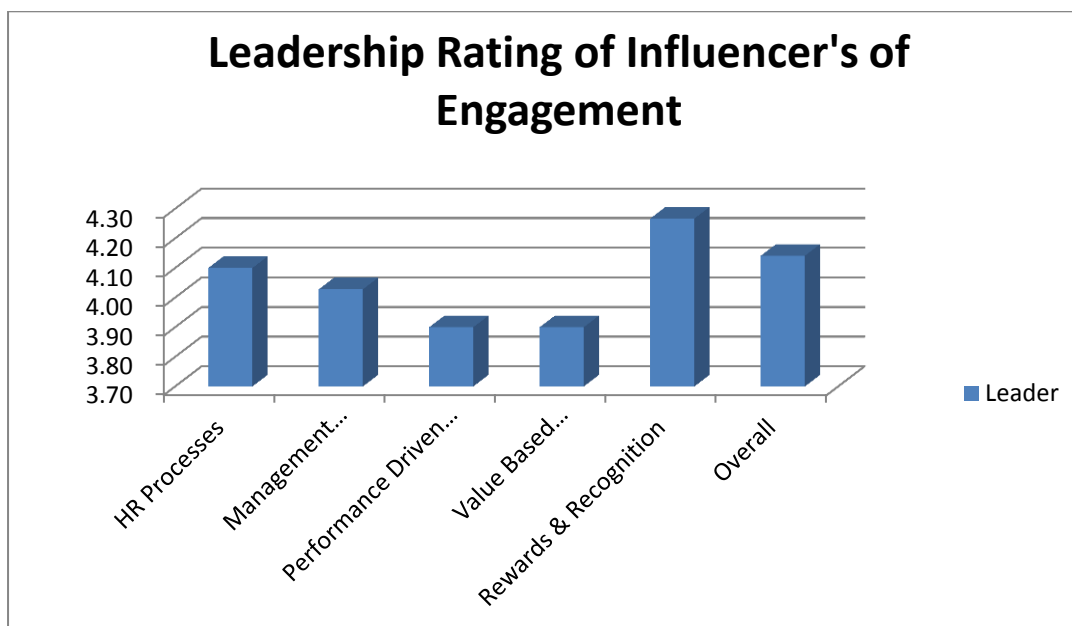
The above figure shows that according to the employer, the most preferred variable is Rewards and recognition followed by HR Processes followed by management communication and the least preferred factors are performance driven culture and management values. Presence of better organizational values and good organizational culture do not play important role in engaging employees as compared to presense of high rewards and recognition opportunitites and open management communication as well as better human resource management practices.

Chart showing rating by hr managers for the factors influencing employee engagement



According to the HR managers, rewards and recognition processes play most important role in building engaged employees. Average score given by HR managers for the same is 4.27. this is followed by better management communication in the organizations (average score 3.92).

Chart showing Rating by Leadership roles for Influencers of Engagement

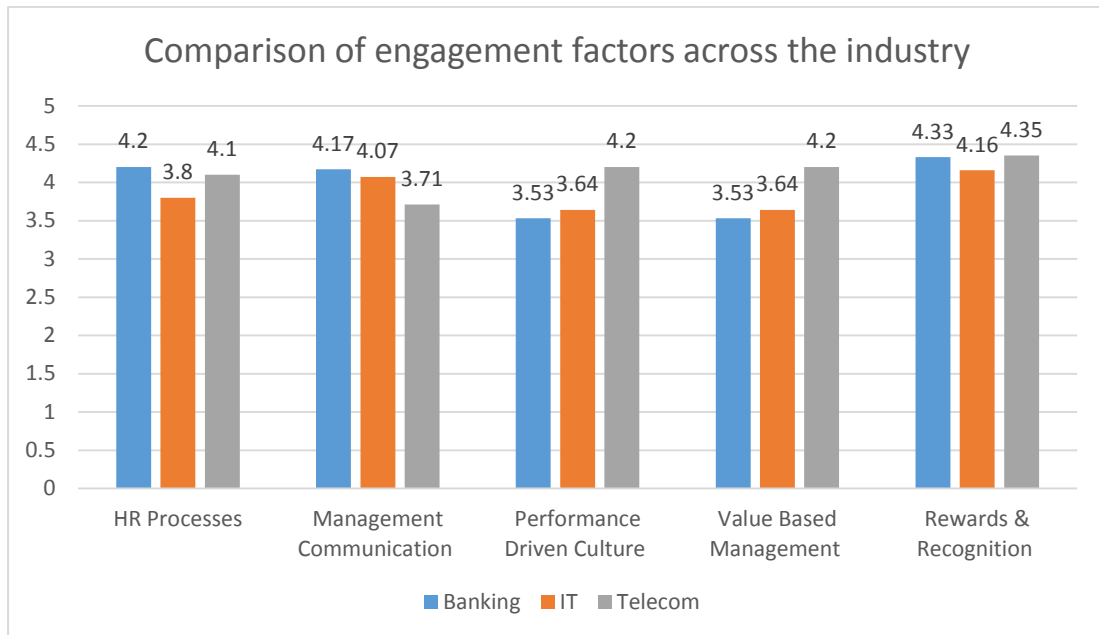


According to the above table, managers in the leadership roles perceive rewards and recognition programs to be the most significant influencer of employee engagement (average score is 4.2). This is followed by the set of HR processes having an average rating of 4.1. These observations also show the same trend as the ratings by HR managers with the only difference that HR processes are considered to be more important by members in leadership role whereas management communication is found to be more important by HR managers.

Table 63 Comparison of engagement factors across industries:

<i>Industry</i>	<i>HR Processes</i>	<i>Management Communication</i>	<i>Performance Driven Culture</i>	<i>Value Based Management</i>	<i>Rewards & Recognition</i>	<i>Overall</i>
Banking	4.20	4.17	3.53	3.53	4.33	4.10
IT	3.80	4.07	3.64	3.64	4.16	3.98
Telecom	4.10	3.71	4.20	4.20	4.35	4.10
Overall	4.00	3.97	3.80	3.80	4.27	4.05

Chart showing comparison of engagement factors as per Employers across Industries



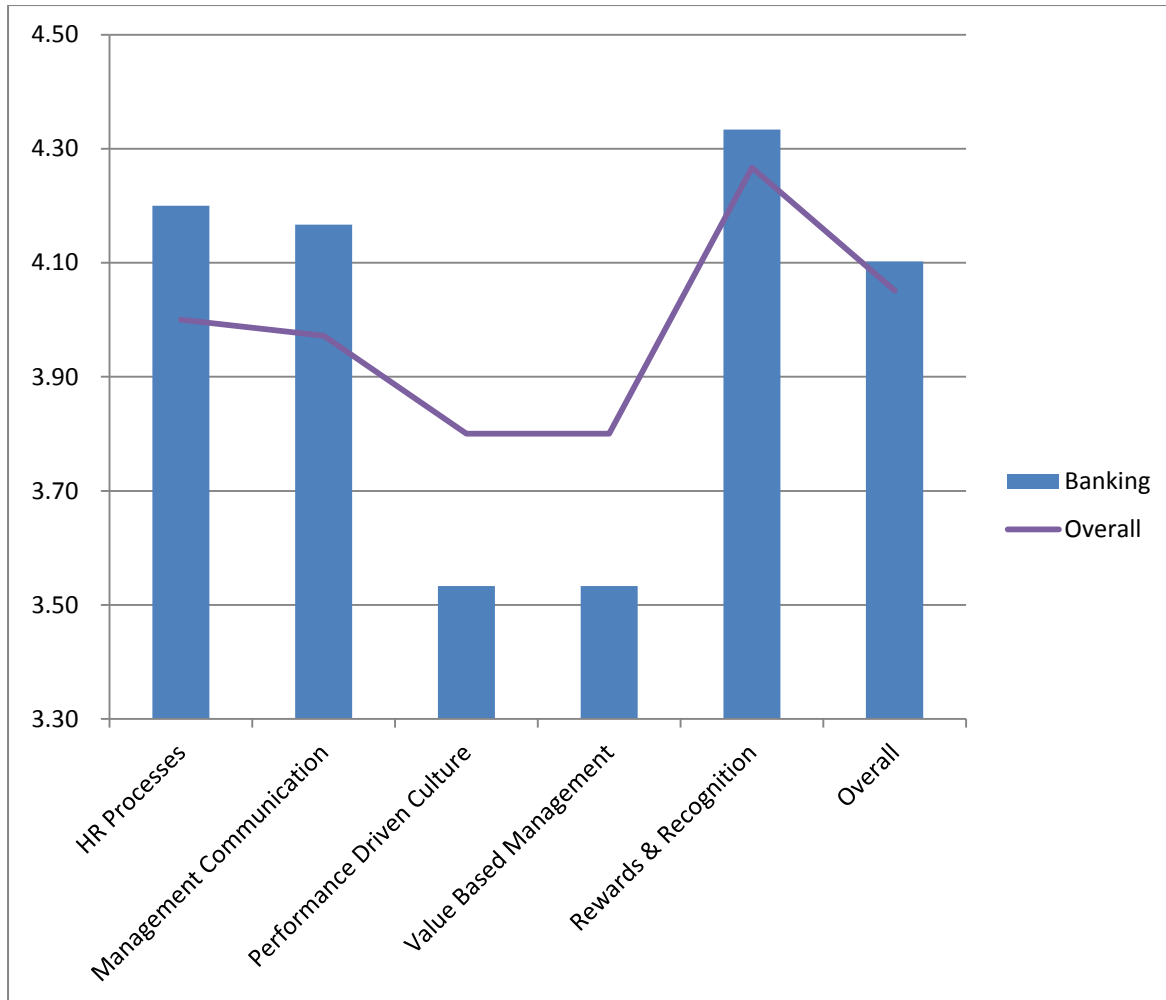
The overall average rating given for engagement factors by all the three sectors are 4.1 and 3.98. Banking and Telecom sector employees are more engaged with respect to the above five factors as per the ratings given by HR managers and leaders in the organizations.

Rewards and recognition factor is found to be the most important influencer of engagement in all the three sectors. In banking sector, the second important factor influencing engagement was found to be HR processes (4.2), followed by management communication (4.17).

It was observed that in IT sector, management communication (4.07) was followed by HR processes (3.80).

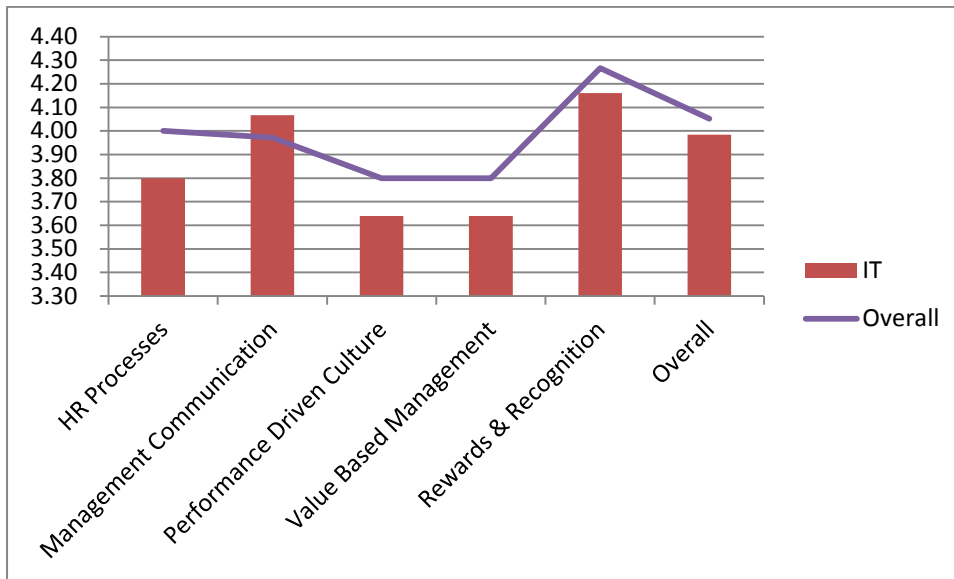
In Telecom sector, the second major factor influencing engagement was found to be management values and performance driven culture (4.2). The next important variable was considered to be HR Processes (4.1).

Graphs showing comparison of banking sector with the industry ratings for engagement variables



In banking sector, the influence of HR Processes, management communication and rewards and recognition on employee engagement are more than the overall industry ratings.

Comparison of it sector with the overall industry rating for employee engagement

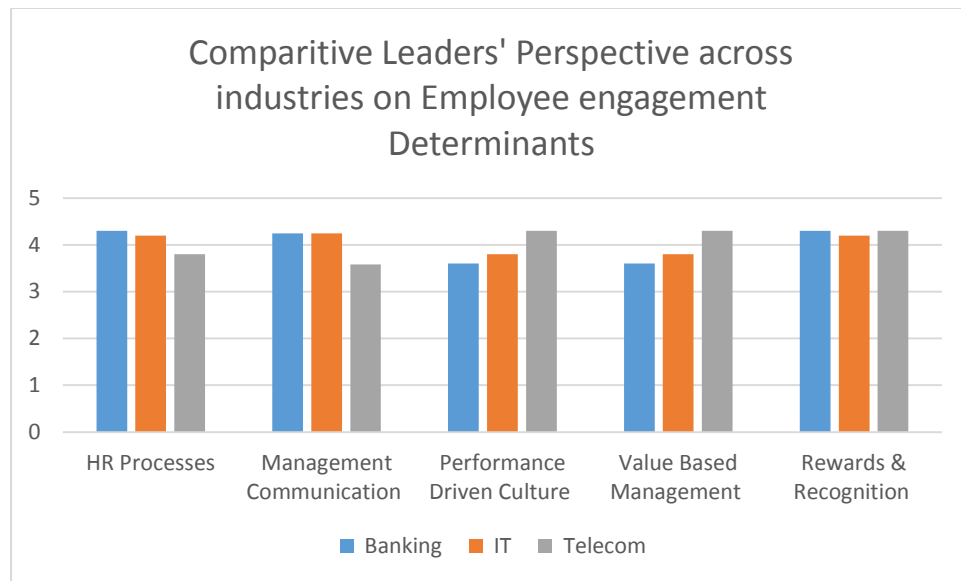


The above figure shows that all the factors of employee engagement except management communication are found to be below the average rating for the industry factors. Management communication was found to be more significant factor influencing employee engagement in IT sector as compared to the industry ratings. All other five factors are considered to be less important by the IT sector as compared to the industry.

Table 64 showing Comparison of employee engagement factors for HR roles and leadership roles for all the factors of employee engagement:

<i>Employer Role</i>	<i>HR Processes</i>	<i>Management Communication</i>	<i>Performance Driven Culture</i>	<i>Value Based Management</i>	<i>Rewards & Recognition</i>	<i>Overall</i>
HR	3.90	3.92	3.70	3.70	4.27	3.96
Banking	4.00	4.00	3.40	3.40	4.40	4.04
IT	3.53	3.94	3.53	3.53	4.13	3.81
Telecom	4.40	3.83	4.10	4.10	4.40	4.15
Leader	4.10	4.03	3.90	3.90	4.27	4.14
Banking	4.30	4.25	3.60	3.60	4.30	4.13
IT	4.20	4.25	3.80	3.80	4.20	4.25
Telecom	3.80	3.58	4.30	4.30	4.30	4.04
Grand Total	4.00	3.97	3.80	3.80	4.27	4.05

Chart showing comparison of Employers' perspectives across industries



The overall analysis of the total employer sample shows that the most considered factor employee engagement by HR managers and leaders in the organizations in the three services sector under this study is rewards and recognition practices in organizations.

Rewards and Recognition, these days, is a familiar concept and is being used by most organisations as a tool for employee motivation. Understanding what motivates an employee has always been a key challenge for managers, but considering the importance of it for an organization's success, one has to continuously attempt to understand it better. With human capital gaining prominence over financial capital in the recent times, it becomes all the more important. Today, the competitive advantage of a business is determined by its people. Hence, the use of Rewards and Recognition is becoming more and more critical.

CHAPTER - 5

FINDINGS

5. FINDINGS OF THE STUDY

The study of Employee Engagement from the employee perspective reveals the following findings:

ALIGNING TO VISION MISSION

- The undergraduate respondents have a higher score for this parameter than the graduates and post graduates. This could be primarily because; undergraduates have very low expectations from themselves, especially when the sample is from mostly top IT, Banking and Telecom companies. Since they are already in top companies, just with their Under Graduate Qualification it's a matter of esteem for them.
- When we look at the parameter Aligning to Vision Mission, the score of respondents who fall under certain experience range, then we can easily make out that the engagement levels decrease with the number of years of experience. Engagement score highest for respondents who have 5-10 years of experience and lowest being for respondents with 30+ experiences. This is primarily because, people with more experience have a conditioned mind set and could have a rigid mind set in accepting the Vision and Mission of their Organization.
- Among the age group of 30-40 the respondents have a higher score of this parameter than the employees of the age group 40-50 and 50-60. In fact there is a steady decrease in the score for this parameter as the age increases.
- Among all the sectors studied, the Telecom Sector has the highest score for this parameter, primarily followed by the Banking Sector. This could be primarily because the Telecom sector is a very aggressive performance driven culture and aligning employees to the vision mission is critical and more over the size of the telecom organizations are lesser than the IT or Banking Sector.

BASIC INFRASTRUCTURE AND HYGIENE

- Under graduate respondents score high over their graduate and Post graduate counterparts in the parameter of Basic Infrastructure and hygiene. The reason could be assigned to the fact that most undergraduates give priority to the ambience, facilities and basic hygiene whereas the graduates and post graduates may not consider this as an important aspect.

- With reference to the experience and engagement score, those respondents with 15-20 years of experience have the highest score, the reason being that expectations in terms of infrastructure and basic hygiene are high for those who have put in so many years but again over the years it ceases to be a factor of engagement.
- In the age group of 20-30 the score is high whereas it is lowest for Age groups 50-60. The reason that engagement levels for group who have begun their careers is high in comparison to those in age group 50-60 ,who are nearing retirement as they have moved on to a different level in terms of their needs or expectations.
- Banking sector scores high in this parameter over IT & Telecom as Banking is more customer driven and process oriented.

WORK LIFE BALANCE

- This parameter scores high for undergraduates while it is not equally high for the graduates and post graduates. The reason could be attributed to the fact that most undergraduates would intend to pursue either their education or goals and hence seek a balance between the two.
- Respondents with the experience levels of 0-5 and 5-10 years score high on work life balance as the expectation of this group who are either freshers or have 5-10 years would seek to balance family and work whereas this parameter scores decreases for those who have put in over 30 years of work experience.
- Age group 20-30 score high in this attribute where as those in the age group of 50-60 do not prioritise work life balance. Reasons for the same could be owing to the fact that most of the social obligations or responsibilities of an individual are taken care of by the time they attain the age of 60.
- Telecom industry scores high in this parameter owing to the work culture in this segment whereas IT and Banking sectors do not figure high in this segment.

ROLE AND JOB FIT

- Role and Job fit score high with Undergraduates and lowest for Post graduates as the level of expertise and education decides the options available for employment opportunities. Undergraduates have limited options compared to those with higher qualifications
- Respondents in the experience level of 15-20 years score high in this factor as Role and job fit enrich individual contribution and pave way for growth and greater responsibilities. The score is lowest for those with 10-15 years as they tend to look at other aspects too.
- Role and Job fit parameter scores high for age group 20-30 as for them it happens to be their first job or the career path whereas it is not equally priority for those who have gained experience in many roles over a period of time
- Telecom industry scores high in this parameter as it is a niche market and many roles are unique and industry specific.

INTERNAL COMMUNICATION

- Engagement parameter for internal communication scores high for Undergraduates while it does not score high for graduates and post graduates. Access to information both upward and downward and transparency could be the criteria for the score.
- Internal communication scores high as an engagement for those with 15-20 years' work experience. Respondents in this group could be keen in enriching their jobs by accessing flow of communication within the organisation. The same does not hold priority for other over 30+ years' experience
- Respondents in the age group of 40-50 have scored high in this parameter whereas those for those in the age group of 30-40 years score the least, ironically, the age group 20-30 and that of the age group 50-60 almost score the same. There is no critical significance to this variation, and requires further analysis and interpretation of the data.
- The internal communication parameter score is highest for the Telecom Industry and that for the Banking industry is also similar. The IT industry has a very low score for this

parameter, it could be because, the flow and delivery of almost all internal communication, is web based and not personal, hence probably the respondents do not relate to it at an emotional level and hence scored less for this parameter.

- Overall Internal Communication Scores high among all the parameters and hence has a good influence on the Engagement Score.

MY MANAGER

- Under Graduates feel that The Manager has a strong influence in the engagement levels of the respondent as against the Post Graduates and Graduates. This is primarily because the Undergraduates, are mostly in the lower cadres of the organization and are individual contributors, their performance and engagement is mostly attributed to the Managers.
- Among the Experience group between 10-15 and 30+ have a very low score, this is one reason that in most of the IT companies, there is high attrition among employees with 10-15 years' experience range. The people in 30+ experience range are fairly senior and could mostly be in senior level position, hence the Manager might not have a attributable influence on the engagement scores.
- For all Age groups this parameter score is below average and the lowest being the Age Group 50-60, these are mostly people with 30+ experience range, which clearly shows a correlation of both the parameter.
- IT Industry has a lowest score for this parameter, and the highest being, the Telecom Industry, since mostly the Telecom industry works on a Gallup model where the Manager is primarily held responsible for the overall engagement of the team, hence this stands good, also most of the IT companies are project driven hence the low score for this parameter. Banking Industry is mostly a public sector and hence very hierarchy driven hence this parameter has a high score.

TEAM WORK CULTURE

- For Team Work Culture (TWC) Under Graduates score high on this parameter as the case is for all other parameters in this demographic study. The reason could be that the Under Graduates, are more inclined to collaborate and perform as part of a team and also feel that their performance depends on the their teams performance.
- Employees in the age group of 5-10 years' experience seems to have a higher score for this parameter than all the other age groups studied, this could be primarily because this group is getting into the first supervisory level roles in their career, this is the experience range where in career anyone gets to handle their first team, hence they would be feeling that a Team Work Culture is important and hence score good.
- All Age group employees score almost similarly for this parameter, when we study the impact on engagement in terms of the age group, we can infer that employees at all age groups have equal importance to the Team Work Culture, hence we should look at improving team work culture at all levels, since it has a significant impact on engagement.
- Among the industries, the Telecom and the Banking industries have a higher score for this parameter than the IT industry, this could be because in term of inter-group and intra-group transactions at a daily operational level, these industries have a very high number of transactions compared to the IT industry, hence for these fast passed performance driven industries TWC is a major factor influencing their performance and hence engagement. The IT industry should look at more collaborative approach to work to bring in more interdependencies on team members to create positive synergies.

TRAINING AND DEVELOPMENT

- Graduates and Under Graduates score high for this parameter, this could be verified if we know if the Under Graduates and Graduates within a lower experience range are these respondents, but we can fairly conclude that respondents of all education levels more or less, feel that T&D is an important parameter which can influence Engagement.
- Employees in the age group 0-5 and 5-10 have a greater score for this parameter, these are respondents in the initial stages of their career or people who are moving up the value chain in terms of responsibility and hierarchy hence should be feeling the need for training as part of the job enrichment process.
- Among all age groups this parameter scores almost equally, with age group 30-40 very insignificantly lower. This does not imply anything directly though, but it clearly can be inferred that Training and Development is an important parameter which drives Engagement among all age groups.
- Among Industries, the telecom industry has the highest score for this parameter followed by the banking industry and then the IT industry. As

LEADERSHIP

- Leadership is the one parameter which scores the highest among all parameters. It is hence the same for the Under Graduates, the Post Graduates and the Graduates score almost 70% lesser. This shows that there is a lot of aspiration among undergraduates and look upon the leaders for motivation.
- Leadership as a parameter of engagement is being felt as a very important factor influencing engagement by all age groups. All age groups score almost equally and is higher than all other parameters.
- Respondents of all Experience levels, have a high score for this parameter, highest being the experience level 10-15 and the lowest being 0-5 years' experience level, there is a very negligible variance in the scores. This shows that all the respondents in all experience levels feel that the leadership is a key parameter to influence the engagement.

- Among the industry verticals, the Telecom industry respondents have a high score among all the respondents, which is followed by Banking and then by IT. It's imperative hence, that since the Telecom industry is much aggressive in nature than the other two sector's, since the intensity of competition, the pace of change and management of it, the revenue and cost models, strict budget controls, the leadership team has a much versatile role to play in the overall profitability and engagement of the employees.

EMPLOYEE WELL BEING

- Among all the respondents, the under graduates, have the highest score, for this parameter, implicitly nothing can be concluded, but this could be attributed to the fact that, all undergraduate respondents, having the least qualification, are in good companies in desirable positions hence they would have a feeling of well-being, more than the other respondents with higher qualification.
- Among the respondents those with 5-10 years of experience, exhibit a stronger sense of well-being than the other respondents. The least being the respondents from the Experience range of 10-15. All other age groups are more or less the same.
- All the respondents in all age groups have more or less the same score for this parameter.
- Among all the industries, the respondents from the Telecom industry score high followed by the Banking and then by the IT industry,

The study of Employee Engagement process and its effectiveness from the employee's perspective also shows the following results:

- Employee engagement is influenced by the degree of alignment of objectives with vision and mission of the organization and how they are communicated to the employees is accepted.
- There exists a positive correlation between strong leadership and interpersonal relationships in organizations.
- Employees exhibit a high performance culture when organizations implement Employee engagement programs

- Employee engagement in organizations has a significant positive effect on the Work Life Balance of the Organization
- Effective recruitment with right role and job fit for the employee's increases employee engagement is also accepted.
- A culture based on teamwork and interpersonal relationships helps in employee engagement is accepted.
- Opportunities for talent development in organization helps creating engaged employees too is accepted.
- Leadership qualities have an influence on employee engagement in organizations accepted.
- Employee well-being has an influence on the employee's engagement level.

Findings about Employer's Perceptions of Employee Engagement Process:

- HR managers consider Rewards and recognition process in organizations to be the most important variable influencing employee engagement.
- Leaders have given the lowest rating to performance driven culture and management values which show that according to the employer, employees consider these parameters as least important.
- Presence of better organizational values and good organizational culture do not play important role in engaging employees as compared to presense of high rewards and recognition oportunites and open management communication as well as better human resource management practices.
- Findings indicate HR processes are considered to be more important by members in leadership role whereas management communication is found to be more important by HR managers.

- Banking and Telecom sector employees are more engaged as per the ratings given by HR managers and leaders in the organizations. Rewards and recognition factor is found to be the most important influencer of engagement in all the three sectors. In banking sector, the second important factor influencing engagement was found to be HR processes (4.2), followed by management communication (4.17). It was observed that in IT sector, management communication (4.07) was followed by HR processes (3.80).
- In Telecom sector, the second major factor influencing engagement was found to be management values and performance driven culture (4.2). The next important variable was considered to be HR Processes (4.1).
- In banking sector, the influence of HR Processes, management communication and rewards and recognition on employee engagement are more than the overall industry ratings. Rewards and Recognition, these days, is a familiar concept and is being used by most organisations as a tool for employee motivation. The overall analysis of the total employer sample shows that the most considered factor employee engagement by HR managers and leaders in the organizations in the three services sector under this study is rewards and recognition practices in organizations.

Today, the competitive advantage of a business is determined by its people. Hence, the use of Rewards and Recognition is becoming more and more critical.

RECOMMENDATIONS

BUILDING A CONSTITUENCY OF ENGAGED EMPLOYEES

If employees rightly are an organization's best advantage, then their care and support should be an organization's priority. Though significant at the organizational level, engagement begins with each person and is subjective. Employees never tend to check their personalities at the door when they take up work. If they come to know that they are respected as individuals at work, might have a significant impact, on how employees view their overall lives.

Each person's strengths extends well further than his or her job description. And tapping that potential mainly depends on recognizing the employee's unique set of beliefs, talents, goals, and life experiences and how they drive his or her performance, personal success, and well-being.

Managers and leaders should be well aware of their people -- who they are, not just what they do. Every interaction of a manager with an employee might bring out new insight and has the potential to influence his or her engagement and inspire discretionary effort. How leaders manage their employees can significantly affect engagement levels in the workplace, in turn persuading the organization's bottom line. Following are the five strategies organizations can use to help build their constituency of engaged employees:

Appropriate employee engagement survey

When an organization inquires its employees for their opinions, those employees anticipate action to follow. But businesses often commit the mistake of using employee surveys just to collect data which are irrelevant or impossible to act upon. Any survey data must be specific, relevant, and operationalization of the survey results should be possible, for any team at any organizational level. Data should also be proven to influence key performance metrics.

Focus on management at the local and organizational levels

Actual change occurs at the local workgroup level, but it happens only when organization leaders set the tone from the top. Companies recognise engagement initiatives to be more beneficial when leaders weave employee engagement into performance anticipations for managers and facilitate them to execute on those expectations. Managers and employees must feel empowered to make a noteworthy difference in their immediate environment. Leaders and managers should work

hand in hand with employees to identify blockades to engagement, and opportunities to bring in a positive change. Employees are conversant with the organization's processes, systems, products, and customers. They are also experts on themselves and their teams. So it does make sense, that they will have the best ideas to maximize these components and deliver better performance, business innovation, and better workplace experiences.

Select the right managers

The best managers realise that their success as well as that of the organization relies mainly on employees' achievements. But everyone cannot become a great manager. Great managers see their success in their people's success. They look forward to understand each person's strengths and provide them with all available opportunities to use their strengths in their role. Great managers empower their employees, identify and value their contributions, and actively pursue their ideas and opinions. It takes a unique ability to be a great manager, and selecting people who have this aptitude is important. Whether hiring from outside or promoting from within, businesses that scientifically select managers for the unique talents it takes to efficiently manage people significantly increase the odds of engaging their employees. Companies should treat the manager role as unique, with discrete functional demands that require a specific talent set.

Coach managers and hold them accountable for their employees' engagement

Gallup's research has found that managers are mainly responsible for their employees' engagement levels. Companies should train managers to take an active role in constructing engagement plans with their employees, hold managers accountable, track their progress, and ensure that they continuously focus on emotionally engaging their employees. The most successful managers view the Q¹² as the rudiments for great managing, not just questions for measuring. By doing so, they gain a powerful framework to guide the creation of a strong, engaged workplace.

Define engagement goals in realistic everyday terms.

To make engagement more realistic, leaders must bring out engagement goals that are meaningful to, employees' day-to-day experiences. Defining what success looks like, using powerful imageries and emotive language helps give meaning to goals and builds commitment within a team. Make sure that managers converse on employee engagement at weekly meetings, in action-planning sessions, and in one-on-one meetings with employees to bring in engagement into daily interactions and activities and to make it part of the workplace's DNA.

Leaders in the best companies strategically line up their employee engagement efforts. They find ways to converse engagement's effect throughout the year and share best practices across the organization. They use every opportunity, touch point, and communication channel to strengthen and recognize the organization's obligation to employee engagement. They incorporate employee engagement fully into the business' lexicon.

If employees truly are an organization's best advantage, then leaders and managers should make sure that caring for them is their priority. Organizations have a valuable opportunity to convert their employees' work experiences into ones that are accomplishing and motivating -- and that allow workers to bring their best to work every day.

For Organization:

- Organizations need to go beyond the mind set of compensation to a total rewards. As perceived by the employees rewards go far beyond cash compensation and benefits. Most organizations afford an array of non-financial rewards such as career growth opportunities, quality of work life, recognition and a great work climate. These non-financial rewards, though not often fully understood or leveraged, are very essential to employees and comprises a significant portion of the total reward portfolio in the organization. Total rewards are very critical to the organization's overall recruiting, retention and engagement strategies. Often, employees choose to leave an organization for the reason that of a perceived imbalance or injustice in these non- financial rewards.
- Management should always communicate clear goals and expectations to the employees. Majority of employees want to be a part of a compelling future, would like to know what is most important at work and what excellence is all about. It is the accountability of the Managers to communicate individual and organizational goals evidently to the employees and also appreciate participative management.
- Management should measure engagement and take action on every survey results. Employee surveys are important tools for monitoring and managing employee engagement and also termed as two-way communication tools. The measured content sends vital signals to employees about the organization's values and priorities and they allow organizations to implore feedback from employees on key areas related to organizational effectiveness. Thus, an employee survey becomes effective. An engagement survey should also bond with the key

“value propositions” an organization is offering to its employees. Alignment with objectives not only promotes appropriate employee expectations but also more actionable results.

- Management should enable people to Connect with the future. Engagement success is not just encouraging positive views of the current organization climate, it is far beyond that. Employees tend to know that they are accountable for managing their own careers and that their futures primarily depend on continuous improvement in their skill set. Involving employees with the bigger picture is also equally important from a motivational perspective. Most employees are looking for an occasion to contribute to something larger than themselves, a chance to make a difference. Appealing to this sense of resolution is critical in promoting higher levels of employee engagement.
- Organizations need to clarify and focus on a few direct messages and tools to communicate employee engagement programs. It is a more powerful strategy to reduce messages down to their core with straightforward business rationale versus communicating a myriad of details about the program.
- Organization should share information with the employees .Let employees be aware of what is going on within the organization as well as how their jobs contribute to the big picture. When employees are kept informed, they tend to feel a greater sense of worth. This can increase employees’ sense of ownership.

For managers:

- Human Resource managers can bring in structural changes to central reward programs such as cash compensation and benefits. In addition to that, more importantly, HR managers can build a manager's reward tool kit based on how non-financial reward preferences such as recognition, career development, job design, work climate, etc. vary across different employee demographics.
- HR managers must also facilitate employees to conduit their efforts productively. This includes warranting reasonable alliance between the work to be done and the capabilities of employees. The manager should ensure availability of resources and reinforce management processes, including performance management and rewards.

- Managers should be held accountable for employee engagement. It needs to be integrated into the way the organization continually operates. The emphasis on engagement initiatives need to be on, not making employees happier or more satisfied, but rather on creating the conditions that encourage high levels of organizational commitment and discretionary effort from employees.
- Managers should encourage employees to find a personal fit with the organization. One should try and build a culture with which the employees feel linked and would like to work for the success of the organization considering that the organization's success is their own success.
- Managers should actively promote organizational effectiveness, reputation, and ethics, which would make Employees feel good about their leaders, their organization, the products they sell and the service they deliver.

FEW GUIDELINES FOR EFFECTIVE ENGAGEMENT:

Employees become more and more engaged when anticipations between employees and employers are mutually acceptable, and have a psychological contract, acceptable for both the employer and the employees. It is very essential to have the hopes between employees and employers balanced. This could be achieved through the creation of an employee value proposition. An employee value proposition is the mutual expectations and promises that are agreed on from both employer as well as the employee.

Thus, employees' engagement level would be high, when organizations have tangible and intangible attributes to fulfil employees' expectations, and also when organizations keep their promises to their employees. Employees expect their organizations to make them realise their needs. If their needs are realised as suggested by a corporate image, employees become more engaged. Thus, building a strong corporate brand starts with employee branding, which denotes to aligning corporate and employee values together as well as empowering them to live the core values at work and in their lives.

Below are some suggestions for improving employee engagement based on research findings.

- Primarily, resources, which are essential for performing the job, should be provided in a timely and suitable manner. "If employees perceive that resources are not available to perform the job, they become less engaged to work, which can lead to turnover" (Schaufeli & Bakker, 2004).
- Clear communication within the organization is utmost essential. As research findings suggest, that it is very important to let employees know, what to expect and what is expected out of them. An organization climate which encourages open communication at all levels, can make employees more engaged. If employees believe that they play an important role in the decision-making process, and that organization is good at upgrading business plans or policies, employees are more likely to exhibit their loyalty and commitment.

- Social backing from co-workers and immediate supervisors is has a major role in employee engagement. The major part of engagement is emotional attachment towards work and work setting. If employees have good friends at work and are being supported personally as well as professionally, they will have positive attitudes and emotions toward organizations. Hence it becomes essential for organizations to consider how to enhance the quality of work relationships. Encouraging mentorship and executing sophisticated performance feedback sessions will turn fruitful.
- Providing opportunities to take part in development programs or courses, not only improves employees' performance, but also nurtures positive feelings toward the organization. In addition, employees who have an individual career development plan are more likely to be engaged to work. Wellness programs which considers the employees' health and well-being can stimulate positive evaluations of the organization.
- Employees should be inspired by upholding alignment and motivation not through orders, but through messages and narratives, that demonstrate the purpose of the organization.
- Reporting of the organization routine stable clearly and frequently, has to be carried out, with adequate relevant information.
- The Employees should be empowered with the fundamentals of brand culture through educational experiences.
- Organization should plan, execute and evaluate a strategy that considers brand value and inspires creative activities. The organization should see to it that the activities should be aligned with the objectives initially set.

- Focussed employment branding initiatives in accordance to the strategic needs of the organization and also tailored to the needs of the labour market, will provide the means to attract new workers and to hold institutional knowledge and specialised skills. These initiatives are supported by a wide variety of measures comprising the provision of customised working schedules and flexible careers, higher levels of investment in life-long learning, the embracing of multi-age employment practices, paying attention to the social quality of organizational life and the acceptance of a mode of arrangement that emphasises collaboration, participation and flexibility.

SCOPE FOR FUTURE RESEARCH

- Further study can be conducted to analyse more factors of employee engagement which were not included in this study.
- The study can be conducted in other industry sectors also to study their engagement practices.
- More organizations can be included in the study to study employee engagement practices in detail.
- The sample size is only 403 employees which could be increased further.

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ANNEXURE-I

Dear Sir/Madam, please read the following statements. Each statement has 5 options

5=strongly agree

4= agree

3=somewhat agree

2=disagree

1=strongly disagree

Please circle the one which you feel is most appropriate to you and your organization.

Aligning with Vision Mission

1. The leadership conduct is aligned to the Vision / Mission and Values of the Organization.
2. The Organization takes effort to help the employees understand the Vision / Mission and Values.
3. Everybody understands the Vision, Mission, and Values of the Organization.
4. My Manager is a man/woman of principles is extremely ethical.
5. I feel proud when I read the vision / mission and values of the organization.

Basic Infrastructure and Hygiene

6. I feel energetic and happy when I see my office interiors.
7. The upkeep of my work space and surroundings is of high standards.
8. Our Organization takes care of all hygiene issues at work.
9. I have the best infrastructure required to do my work.
10. The Work environment in our organization is world class.

Work Life Balance

11. I spend enough time with my family.
12. I do not get time to pursue my hobby.
13. I feel extremely tired after reaching home.
14. I really enjoy my life.
15. I have an amazing life.

Role and Job Fit

16. I just enjoy doing this job.
17. The role I perform exactly what I want to do as a job.
18. I am bored doing this job.
19. It is really frustrating to do this job everyday.
20. My work gives me the feeling of personal accomplishment.
21. I can really perform well in this job.
22. My organization's culture encourages me to work in innovative ways.

Internal Communication

23. I get to know all important decisions of the organization.
24. I am informed of all policy or process changes occurring in the organization.
25. There is two way communications between employees and management.
26. Most communication here is informal and friendly and I am well informed about the policies and procedures of the organization.
27. In my organization, strategy is well communicated to the employees.

My Manager

28. My manager is open and upfront with me.

29. My manager treats me with respect and trust.
30. My manager regularly meets with us about issues affecting our work environment.
31. My manager considers my goals and values and is willing to extend himself in order to help me to perform my job to the best of my ability.
32. My manager actively listens to me and is open to my suggestions and concerns and provides me continuous feedback.
33. My manager guides me rather than directs or commands me.
34. My manager helps me to develop my strengths with regard to becoming a good representative of our brand.

Team-Work Culture

35. I have comfortable and friendly relationships with our managers and colleagues who make me feel proud.
36. People try to help each other in our team.
37. There is someone in our team, who is always ready to help me when I have a problem.
38. The manager should do something to improve the team.
39. In my team some people work very hard and some don't.
40. I feel my department gets support from other areas within the company.
41. I often visit my team member's home.

Talent Development - Upskilling and Reskilling

42. My organization helps me re-skill and up-skill if I am not performing well in my role.
43. I am sure that I can have a good career growth in this organization.
44. I have received training I need to do my job efficiently and effectively.
45. I have many opportunities for personal growth and career advancement in this company.
46. People lacking competence in doing their jobs are helped to acquire competence rather than being unattended.

Leadership

47. Company leaders are personally committed, credible and willing to take actions on the values they espouse.
48. I feel very strongly about idolizing the leadership of our organization.
49. I feel really motivated when I meet the leaders of our organization.
50. Leaders here are the role models for their people.
51. The vision/mission is reflected in the way leaders discuss various organizational issues.

Employee Well Being

52. I feel my company's policies are flexible and employee friendly.
53. I feel my organization is concerned and committed to my health and living.
54. My employer cares about the employee and treats them fairly.
55. My employer has a concern for my long term well-being.

Name of the Employee:

Gender:

Educational Qualification:

Name of the Organization:

Sector:

ANNEXURE-II

EMPLOYER QUESTIONNAIRE

5- Strongly Agree

4- Agree

3- Neutral

2-Disagree

1-Stronly Disagree

1. The Recruitment Process, ensures the right candidate for a role
2. The Selection Process is Fair
3. The HR System here is very employee friendly
4. HR and Leaders ensure regular interaction with all employees
5. We have a strong Induction and Integration Process for New Employees
6. The Company provides a good platform for Leaders to interact with all employees
7. We ensure that all corporate communications reach all the employees
8. We have an open two way channel of communication
9. We have a strong employee feedback mechanism
10. The Organization all feedback from employees is looked into
11. We have a good Grievance handling System
12. We have a strong Performance Management System
13. The Appraisal Process is Fair and Simple
14. We facilitate growth opportunities for high performers
15. We have a good development method for average performers
16. Our system can identify genuine low performers
17. We live our values all the time
18. All our interface with employees we ensure we keep up the values
19. Our leadership team have a strong value system
20. We have a value based approach to handle all people related issues
21. We ensure that all employees feel proud about our value system
22. The Organization recognizes and rewards high performers
23. Our Reward system ensures all aspects of employee interaction gets rewarded
24. Our Reward mechanism also ensures instant gratification of rewarding behaviour
25. We include the family in the R&R process.
26. The R&R Process is fair and simple.