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IMPACT OF EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE—CASE OF MANUFACTURING SECTORS

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Introduction: Employee engagement is the level of involvement and commitment an employee has towards his/her organization and its values. It is a measure of an employee's positive or negative attitude towards their job, colleagues and organization which influences their willingness to learn and perform at work. Engagement is linked to three essential forces in the organization - productivity, profitability and attrition. Ultimately the productivity is what is expected by the company from employees. An engaged employee performs what is expected of him and have his focus and goal clear and brings success to the organization. Profitability results from actively engaged workforce. What company looks for are committed and sincere and loyal employees who can perform their job efficiently with all role clarity. Employee engagement has a direct impact on the employee's productivity, loyalty, commitment and less attrition. The organization as a whole benefits from employees that are loyal, committed, productive, and engaged. **Purpose:** The paper aims at finding the employee engagement in manufacturing industry, and finding out the relationship between employee engagement and organizational performance and reduced attrition. **Methodology:** Nearly 600 white collared employees and 600 blue collared employees and 50 HR managers, located in Maharashtra and Gujarat, from different manufacturing industries selected on a random basis sampled for the study. **Results:** It was found that the degree of employee engagement strongly correlates with organizational culture, open communication with supervisors, empathetic attitude of the superiors towards the employees, recognition of one's contributions towards the organizational goals, and freedom to participate in the decision making process, safety measures in the organization and HR policies related to training and development, compensation and benefits and career development. This ultimately results in loyal employees, reduced attrition and increased performance and productivity. **Contribution of the paper:** Study developed a model which will help in better implementation of engagement strategy for improving performance and retention. The study covers both white collar and blue collar employee for better understanding at both levels in emerging markets like India. This is the first such study involving both segment of manufacturing units.

Keywords: Employee engagement, Job satisfaction, Organization culture, Manufacturing

INTRODUCTION

Employee Engagement

Employee Engagement is an emerging

phenomenon which should be strictly taken care of by the managers in the present scenario of business environment. The managers should be

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keen to identify whether employees are engaged or disengaged in their work environment, since disengagement or alienation can be the principal problem of workers for their lack of motivation and commitment. Meaningless work is often associated with detachment and apathy from one's own work. In such conditions, individuals are thought to be estranged from their selves. Other researches using a different resource of engagement (involvement and enthusiasm) have linked it to such variables as employee turnover, customer satisfaction-loyalty, safety and to productivity and profitability criteria.

Drivers of Employee Engagement

As employee engagement is essential for any organization to improve the organization performance, let us see what the drivers to increase the employee engagement are. Drivers are the elements which are formed or initiated by the HR department of the organization, which help increase the employee engagement and so the employee satisfaction. Basically employee engagement is the key factor which helps increase the employee satisfaction and also it helps utilizing the full potential of the employees. Engagement factors are divided under following 6 basic categories, i.e., work, people, policies and practices, reward, opportunity, training, quality of life.

Work

The work related factors plays an important role in the employee engagement. The work activities include all the factors related to Job role and responsibilities. The job role, job description which is given during the recruitment should match the job role and with the employee qualification and the skills and abilities. It was concluded in many surveys that right job given to

the right person not only increases the output from the employees, but also engages the employee to use his full potential to do his responsibilities at work place. It also has positive impact on the job satisfaction and increases productivity of the employee. The key to it is as employee is well aware of the job role which fits best with his skills and abilities and so it increases his engagement to the work. The other part is people related .

People

The people with whom the employee is working, i.e., senior management, peers, colleagues, subordinates play an important role in the satisfaction level of the employee. For e.g., If the senior management is easily approachable, employee can share their ideas and problems they face during completion of their project/goal and get timely advice to improve their work. Similarly if the co workers are of same mindset it will be easier for them to work together on given project with the mutual understanding. Reward plays a role in motivation and retention.

Reward

According to Kenneth Thomas (2008) there are two types of rewards, extrinsic rewards and intrinsic rewards.

Extrinsic rewards are the financial rewards given to the employees by their managers such as pay raises, bonuses, and benefits. They are called "extrinsic" because they are external to the work itself and other people control their size and whether or not they are granted. On the other hand, intrinsic rewards are psychological rewards that employees get from doing meaningful work and performing it well.

Extrinsic rewards played a dominant role in earlier period, when work was generally more

bureaucratic and routine, and when complying with rules and procedures was supreme. This work offered workers very few intrinsic rewards, so that extrinsic rewards were the only motivational tools available to organizations. They remained significant for workers primarily. Pay is an important consideration for most workers in accepting a job, and it plays a major role in motivating or demotivating to the employees.

Intrinsic rewards are the self esteem, recognition for the work done and the self management and use of one's own intelligence and experience to direct their work activities to accomplish the goal of the organization. The self management process requires employees to make a judgment about the meaningfulness of their purpose or goal and the degree of choice, they have for doing things the right way, the actual progress being made toward fulfilling the purpose and the competence of their performance. These judgments are the few key factors in employees' assessments of the value and effectiveness of their efforts and the contribution they are making to an organization. Each of these judgments, when positive, is accompanied by a positive emotional charge. These are positive intrinsic rewards that employees get from work, varying from quiet satisfaction to an exuberant "Yes!" They are the reinforcements that keep employees actively self-managing and engaged in their work. The intrinsic rewards are:

Sense of meaningfulness: This reward involves the meaningfulness or importance of the purpose employee is trying to fulfil or accomplish the goal. Employee feels that he has an opportunity to accomplish something of real value something that matters in the larger scheme of things. Employee feels that he is on a path that is

worth his time and energy, giving him a strong sense of purpose or direction.

Sense of choice: Employee feel free to choose how to accomplish his work to use his best judgment to select those work activities that make the most sense to him and to perform them in ways that seem appropriate. They feel ownership of their work and not only believe in the approach they are taking but also feel responsible for making it work.

Sense of competence: Employees feel that they are handling their work activities well that their performance of these activities meets or exceeds their personal standards, and that they are doing good, high-quality work. They feel a sense of satisfaction, pride, and even skill in how well they handle these activities.

Sense of progress: Employees are encouraged that their efforts are really accomplishing something. They feel that your work is on track and moving in the right direction. They visualise the convincing signs that things are working out well which gives them confidence in the choices they have made and confidence in the future.

Policies and Practices

The different reward policies and practices are implemented in the organization. The reward policies are act as a motivation to the employees. Various extrinsic reward policies/ benefits are active benefits which include tangible benefits like performance pay and variable pay (e.g., overtime wages, commission to sales executives, different incentives), discounts, etc. Other monetary benefits are retirement benefits, pension schemes, bonus, annual incentive, medical benefits for the employee and their family members, leave travel allowance, financial help

for child education, for building own house and monetary help for other things.

Opportunity

Career Development: It is the lifetime process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future. (Source: Canadian Standards and Guidelines for Career Development Practitioners, 2014). Career development programs generally include technical training, basic skills, professional skills, supervisory skills. It is important to guide the employees for skill development and provide them the new doors for the progress in the organization by promoting them to higher position. It will not only help in retaining the employees but also increase the satisfaction level of them and so the engagement.

Training and Development

Employees need to undergo training sessions provides by the organization to improve their present skills and also to learn new advancements in the respective field. Training and career development are very important in any company or organization that aims at progressing to achieve their goal. Training is the process of acquiring the essential skills required for a particular job. It targets specific goals, for example understanding a process and operating a certain machine or system. Career development, on the other side, gives emphasis on skills, which are applicable in a wide range of situations. This includes decision making, innovative thinking and managing people. Training helps in addressing employee weaknesses. Most workers have some weaknesses in their workplace, which obstruct them from giving the best services. Training helps in eliminating the weaknesses, by strengthening

employees' skills. A well organized training and development program helps employees not only to gain similar skills and knowledge but also to bring them all to a higher uniform level. This means that the whole workforce is reliable, so the organization does not have to rely only on specific employees. A well trained employee becomes more educated about procedures for various tasks. The confidence is also boosted by training and development. The confidence comes from the fact that the employee is fully aware of his/her roles and responsibilities. It helps the employee to carry out the duties in better way and even find new ideas to incorporate in the daily execution of duty.

Quality of Life

Work-life balance is important aspect of employee's life. Dividing their time and energy between work and personal life aspects and giving appropriate time to both the things is the key to employee engagement and job satisfaction. Individuals who do not manage this balance are at risk of demotivation and burnout. A good work-life balance is subjective and will depend on our priorities. Some people feel under quite a bit of pressure if they have to work an extra half an hour every day whereas others don't mind working long days. The right balance is always in flux. Priorities change over time, sometimes even on a day-to-day basis (HR News, 2013: www.employersforwork.com). Work-life balance is in many ways an outcome that is influenced many of the same factors that impact employee engagement like work tasks, control, technology, manager behavior, flexible working policies as well as being itself a driver of employee engagement. The factors of the workplace which influence work-life balance and management behavior are probably the factors which are most impactful.

The managers who create work-life balance for themselves not only role model the behavior but also support employees in their own pursuit of work-life balance. This will help in creating a work environment in which work-life balance is expected, enabled, and supported.

Employee Performance

The link between job satisfaction and job performance has controversial history 1924-1933 Hawthorne studies (Naidu, 1996; Branham, 2005 and Neeraj Kumari, 2011) helped researchers to be aware of the link between performance and satisfaction. Since the Hawthorne studies, numerous researchers have critically examined the idea that a happy employee is a productive employee. Iaffaldano and Muchinsky (1985) surveyed and found a weak job satisfaction and job performance. On the other hand, Organ (1988) in his research discovered that because of the narrow definition of job performance, a stronger connection between performance and satisfaction was not found. Organ (1988) believed that when the definition of job performance expanded to include behaviors such as organizational citizenship (the extent to which one's voluntary support contributes to the success of an organization) the relationship between satisfaction and performance will improve. Judge *et al.* (2001) discovered that after correcting the sampling and measurement errors of 301 studies, the correlation between job satisfaction and job performance increased to 30 percentages. It is important to note that the connection between job satisfaction and job performance is higher for difficult jobs than for less difficult jobs (Saari and Judge, 2004; Judge, and Kammeyer-Mueller, 2008 Neeraj Kumari, 2011 and Sirgy, 2012).

Researcher Michelle Jones (2006) analyzed three studies that included 74 separate investigations of job satisfaction and job performance in 12,000 workers, in 2006. She stated, 'The conclusions drawn by these researchers, and many others, indicate the presence of a positive, but very weak, relationship between job satisfaction and job performance.' Jones argued that we have been measuring the wrong type of satisfaction. Instead of job satisfaction, we should be looking at the link between overall satisfaction with life and output at work (Bright, 2008). In this study, Jones stated that the more satisfied someone is with their life in general, the more productive they will be in their jobs.

Employee Absenteeism and Turnover

One of the widely researched topics in Industrial Psychology is the relationship between employee absenteeism and job satisfaction (Cheloha and Farr, 1980, Branham, 2005 Neeraj Kumari, 2011). It is natural to assume that if individuals do not like their jobs then they will often call in sick, or look for a new opportunity. Still the link between these factors and job satisfaction is weak. The correlation between absenteeism and job satisfaction is zero. (Johns, 1997, Ross, 2001). It is likely that a satisfied worker may miss work due to personal matters or illness, while an unsatisfied worker may not miss work employees are satisfied with their job they may be more likely to attend work even if they are ill. On the other hand, if they are not satisfied with their job, they will be more likely to take sick leave even if they are perfectly well to work.

According to a meta-analysis of 42 studies, the correlation between turnover and job satisfaction is 24% (Carsten and Spector, 1987).

One prime factor affecting turnover would be an economic slowdown, in which unsatisfied employees may not have other employment opportunities, while a satisfied employee may be forced to resign his or her position for personal reasons such as relocation or illness. Thus, it would be impossible to measure any correlation of turnover and job satisfaction. Furthermore, a person is more likely to be actively searching for another job if they have low satisfaction; whereas, a person who is satisfied with their job is less likely to be job seeking.

Application of Job Satisfaction in the Workplace

The application of job satisfaction in the workplace is a tough to understand due to its circumstantial and individualistic nature. The desires of employees from their jobs are different. For example, one employee think his/her salary is most important, while another may think autonomy most important. Unfortunately, only one aspect alone will not affect an employee's job satisfaction. According to Syptak *et al.* (1999) and Ross (2001), there are numerous aspects of a job that an organization can manage to increase satisfaction in the workplace, those are as follows, Company Policies - Policies that are fair, clear and applied equally to all employees will decrease dissatisfaction. Therefore, clarity and fairness are important and help in long way in improving employee attitude. For example, if an organization has a policy for lunch breaks that are of the same length and time for everyone, employees will look after this as the norm and it will help cut down on wasted time and so the low productivity. Salary/Benefits – If employee salaries and benefits are comparable to other organization salaries and benefits or as per the industry standards, will help raise satisfaction (Branham, 2005). If a company

wishes to produce a competitive product they must also offer competitive wages. In addition, this also helps in reducing turnover, as employees will be more satisfied when paid competitive wages as opposed to being underpaid. Interpersonal/Social Relations - Allowing employees to develop a social aspect to their job not only increases satisfaction, but also develop a sense of teamwork. Co-worker relationships can also benefit the organization as a whole. Teamwork is a very important aspect of organization productivity and success. When people are allowed to develop relationships at workplace they care more about pulling their own weight and not letting co-workers down. Working Conditions – Providing all the required facilities and equipment and making sure those employees have adequate personal workspace, helps in decreasing dissatisfaction. A dissatisfied employee is a frustrated employee while faulty equipment helps increasing the frustration in trying to get work done. Achievement – When the employees are given job role matching to their talents may enhance satisfaction. When employees are in the appropriate role and feel a sense of challenge and achievement, their talents will be in line with the goals best suited for them and in line with the organization goal as well. Recognition – Providing the time to employees to acknowledge a job well done can increase the chance of employee satisfaction. Constructive and positive feedback boosts an employee's morale and keeps them working in the right direction. Autonomy - Giving employees the freedom of decision making and ownership of their work may help increase satisfaction. Job satisfaction can result when an individual knows they are responsible for the outcome of their work. Advancement – The employees who show high

performance and loyalty, if organization allows them room to advance will help ensure satisfaction. A new sense of responsibility may often increase job satisfaction in an employee. Job Security - Job security is a very high factor in determining an employee's job satisfaction, especially in times of economic uncertainty. If an employee is given the assurance that their job is secure will help most likely increase job satisfaction. Work-life Balance Practices- In times where the average household is changing it is becoming more important for an employer to recognize the delicate balancing act that its employees perform between their personal life and work life (Sirgy, 2012). Policies that are in tune with common personal and family needs play a essential role to maintain job satisfaction (Neeraj Kumari, 2011).

STATEMENT OF PROBLEMS AND NEED FOR STUDY

There is a paucity of research in the area of employee engagement and well being of employees in emerging markets like India. Measurement and its impact of both variables is studied by very few researchers. This is very important for the successful growth in Manufacturing sector, the main asset of the organization i.e. employees need to be taken care of. When they are taken care well, it improves their well being and satisfaction. These employees will be more productive and loyal and play a vital role towards fulfilling the goal of organization.

As the Global Market has become too competitive due to advancement of technologies and also profit margin shrinking, role played by employee have become highly specific and specialized and thereby has become major

variable for cost control. Hence, as Industry has accepted the value of Human Capital, they are faced with challenge of attracting new talent, grooming and retention of existing talents. Therefore, this study will add value to the same.

Well-being till now has been a generalized term as the Industry is still not sure of the parameters which actually define and relate to well-being. Well-being is directly related to employee engagement but not sure which employee engagement policy is essential and what will be its contribution to employee engagement matrix in achieving organizational goal.

As Employee engagement and well-being have become one of the key challenge/activity which need to be managed to achieve organization goal, there is need to map and measure these and also establish the link between these with organizational performance.

LITERATURE REVIEW

Employee Engagement Definition

Employee engagement has been defined as "an individual employee's cognitive, emotional and behavioural state directed toward desired organizational outcomes" (Shuck and Wollard, 2010). Employees who are engaged exhibit attentiveness and mental absorption in their work (Saks, 2006) and display a deep, emotional connection toward their workplace (Wagner and Harter, 2006; Kahn, 1990). The field of employee engagement is burgeoning as companies pour resources into developing a more engaged workforce. Many organizations believe that employee engagement is a dominant source of competitive advantage and thus, have its reported ability to solve challenging organizational problems such as increasing workplace

performance and productivity amid widespread economic decline (Macey and Schneider, 2008; Macey *et al.* , 2009). Research had expanded this belief, suggesting that organizations with high levels of employee engagement report positive organizational outcomes; a small bright spot in an otherwise bleak financial forecast (Kular *et al.*, 2008; Harter *et al.*, 2002; Shuck and Wollard, 2010).

Well-cited studies from scholars such as Maslach *et al.* (2001), Harter *et al.* (2002) and Saks (2006), conceptualized the concept of engagement as a positive psychological construct but do not explore what engagement is from an employee's perspective. Macey and Schneider (2008) and Macey *et al.* 's (2009) models provide a theorized structure for developing engagement but fall short of exploring how employees might react to alike structures. This gap overlooks an important part of the engagement experience: the individual employee's unique experience of their engagement. Unfortunately, the lack of research focused on an employee's experience of engagement and documented declining levels of engagement come at a time when organizations across the globe are searching for strategies to engage their workforce (States, 2008; Gebauer and Lowman, 2008) (Table 1).

Engaged employees have consistently been shown to be more productive on most available organizational measures (Richman, 2006; Fleming and Asplund, 2007; Wagner and Harter, 2006), it is conservatively estimated that less than 30% of the global workforce is engaged (Harter *et al.*, 2002, 2003; Saks, 2006; Wagner and Harter, 2006). Moreover, less than 20% of employee's report any level of confidence in their current manager's ability to engage them

(Czarnowsky, 2008). Not surprising, employee engagement is reported to be on a continued decline worldwide (Bates, 2004; Blessing White, 2006).

According to Swanlatha and Suresh krishna (2013) there are three factors which foster employee engagement and productivity - *Achievement*: The vast majority of employees want to achieve something important and meaningful at work. They want to learn and develop their skills and capabilities and they want to be rewarded and recognized for their efforts; *Camaraderie*: Employees enjoy working productively with others while developing healthy interpersonal relationships. How manager interact with his/her team is very important in motivating employees to go above and beyond; *Equity*: Employees want to be treated fairly when it comes to pay and benefits, daily treatment given to them and physical and psychological safety. When these basic needs are met, employees were highly engaged and enthusiastic at work. Performance orientation mediates the relationships between intention to quit and organizational citizenship as per study of Krishnan Sandeep K and Singh Manjari (2010). Engagement has the potential to significantly affect employee productivity loyalty and retention as well as a key link to customer satisfaction (Preeti Thakur, 2014) (Table 2).

Organizations strongly desire job satisfaction from their employers (Oshagbemi, 2003). As human resource play an important role in organization performance, Organization try to keep employees satisfied. Satisfied employees will give better performance in optimal time which ultimately leads to increase profits. Organizations that desire to improve their customer satisfaction

Table 1: Summary of Employee Engagement

Author/year	Areas of study	Gaps
Kahn, 1990	Concept of employee engagement, 'physical, cognitive and emotional levels of employee	Trust level of organisation , Quality of product for customer satisfaction Co-operation among the seniors, peers and subordinates, Pay / wages and rewards, psychological safety and well-being, Autonomy, Job involvement, Sense of accomplishment, Well being of employees, Individual performance
Maslach et al. (2001)	Jobburnt out,engagement,	Trust level of organisation,Well being , Physical work environment, Work life balance, Psychological well being, Autonomy, Satisfaction
Harter et al., 2002	Employee engagement individual's involvement and satisfaction enthusiasm for work	Trust level of organisation, Quality of product for customer satisfaction Co-operation among the seniors, peers and subordinates Psychological safety and well-being, Job involvement, Sense of accomplishment,
Saks, 2006	Employee engagement and productivity	Trust level of organisation Psychological safety and well-being, Satisfaction, Job involvement
Wagner and Harter, 2006	Engagement,motivation,performance, Satisfaction	Trust level of organisation Psychological safety and well-being, Autonomy, Job involvement
Macey and Schneider (2008)	Employee engagement and performance	well-being, Autonomy, Job involvement, Satisfaction
Gebauer and Lowman, 2008	Engement,performance,motivation, satisfaction	well-being, Autonomy, Work life balance
Kular et al., 2008;	Engagement and performance	Trust level of organisation Quality of product for customer satisfaction Co-operation among the seniors, peers and subordinates well-being, Autonomy, Work life balance
Macey et al., 2009	Employee engement, productivity, team,	Work life balance, well-being, Autonomy,satisfaction
Shuck and Wollard, 2010,	Defining employee engagement	Trust level of organisation Well-being of employees
Swanlatha C and G. Sureshkrishna, 2013,	employee engagement,job satisfaction automotive industries in India, Leadership of the organization,Team work	Internal communication, training and development and career opportunities. Quality of product for customer satisfaction Co-operation among the seniors, peers and subordinates
Leeds, Peter; Nierle, Doug (2014)	employee engagement,porganisation performance,	Trust level of organisation Psychological well-being, internal communication, training and development and career opportunities

must be concerned about internal issues related to employee's satisfaction and view their employees as customer too (Harter *et al.*, 2002, Angenheim *et al.*, 2007). Employee's behavior is critical and poor treatment of customers may directly impact on their image (Hunter, 2006). Social relationships and psychological factors are

the main causes of job satisfaction and productivity in employees (Robbins, 2002). The cognitive aspect of engagement includes employees' belief and trust about the management, organization and working conditions are important for job satisfaction. The emotional components defines employees

Table 2: Summary of Employee Engagement and Productivity

Author/year	Areas of study	Gaps
Harter et al., 2002	Employee engagement, Productivity	Trust level of organisation Psychological well-being, internal communication, training and development and career opportunities
Bates, 2004	Employee engagement, Productivity	Work life balance, well-being, Autonomy,satisfaction, Quality of product for customer satisfactionCo-operation among the seniors, peers and subordinates
Saks, 2006	Employee engagement, Productivity	Work life balance, well-being, Autonomy,satisfaction
Wagner and Harter, 2006	Engaged employees, Productivity	Trust level of organisation Psychological well-being , internal communication, training and development and career opportunities
Blessing White, 2006	Employee engagement, Productivity	Work life balance, well-being, Autonomy,satisfaction
Richman, 2006	Engaged employees ,Productivity	Psychological well-being , internal communication, training and development and career opportunities,Quality of product for customer satisfactionCo-operation among the seniors, peers and subordinates
Fleming and Asplund, 2007	Engaged employees, Productivity	Trust level of organisation Psychological well-being , internal communication, training and development and career opportunities
Czarnowsky, 2008	Engagement,managers ability	Psychological well-being, Work life balance
Krishnan and Singh 2010	Engagement process, organizational citizenship	Psychological well-being, Work life balance
Swanlatha and Suresh Krishna, 2013	engagement and productivity, recognition, work relationship, respect	Psychological well-being, Work life balance
Preeti Thakur, 2014	Engagement, productivity loyalty and retention	Trust level of organisation Psychological well-being, internal communication, training and development and career opportunities Quality of product for customer satisfaction Co-operation among the seniors, peers and subordinates

positive attitude, how they “feel” about their employer, Organization’s values, leaders and working conditions (Towers Perrin, 2003; Robinson *et al.*, 2004).

Job satisfaction, engagement is considered a voluntary emotional commitment that can be influenced by peer/supervisor/organizational support, mutual trust and personal enthusiasm (Ologbo and Saudah, 2011; Bakker and Demerouti, 2007; Schaufeli and Salanova, 2007; Saks, 2006). Job satisfaction is the extent to which employees use work as a source of

fulfilment of their needs, by which they feel comfortable and avoid feelings of dissatisfaction. It does not encompass employees’ relationship with the work itself (Maslach *et al.*, 2001).

According to Safdar and Ajmal (2011) study in the Public Sector Organizations there is link between job satisfaction, job retention and job performance. The employees were generally satisfied with their jobs. This study has explored a relationships showing large effect size correlations ($r = 0.52$) between job satisfaction and job performance. At the same time study of

Thiagarajan, and Renugadevi (2011) explores performance orientation, organizational deviance, and organizational citizenship behaviour as outcomes of intention to quit of Indian IT professionals. Career development, performance appraisal and motivation factors are connected to employee engagement. The implications are that leaders should be educated on engagement,

career development opportunities are particularly important and that performance improvement should champion work life balance, these practices are useful to increase engagement. As per study of Suresh Babu (2013) human resource is a great asset involving various factors like job satisfaction and organizational commitment towards retaining the employees. Therefore,

Table 3: Engagement and Job satisfaction

Author/year	Areas of study	Gaps
Maslach et al. 2001	employees' relationship, work profile	Trust level of organisation Job satisfaction, Work life balance
Robbins, 2002	Social relationships psychological factors job satisfaction and productivity	Work life balance, internal communication,
Towers Perrin, 2003	Employees positive attitude, Organisation's values, leaders and working conditions	Work life balance, internal communication, Quality of product for customer satisfaction Co-operation among the seniors, peers and subordinates
Oshagbemi 2003	Job satisfaction, Organisation's values	Work life balance, internal communication
Robinson et al. 2004	Employees positive attitude, Organisation's values, leaders and working conditions	Trust level of organisation Work life balance, internal communication,
Bakker and Demerouti, 2007;	Job satisfaction, engagement emotional commitment peer/supervisor/organizational support, mutual trust and personal enthusiasm	Work life balance, internal communication, Quality of product for customer satisfaction,
Schaufeli and Salanova, 2007;	Job satisfaction, engagement emotional commitment peer/supervisor/organizational support, mutual trust and personal enthusiasm	Work life balance, internal communication, Quality of product for customer satisfaction Co-operation among the seniors, peers and subordinates
Ologbo and Saudah, 2011	Job satisfaction, engagement emotional commitment peer/supervisor/organizational support, mutual trust and personal enthusiasm	Trust level of organisation Work life balance, internal communication,
Safdar and Ajmal 2011	job satisfaction, job retention and job performance	Work life balance, internal communication, Job involvement and liking for job
Thiagarajan, B and Renugadevi, V	Organizational citizenship behaviour, Career development, performance appraisal and motivation factors, employee engagement. Performance improvement, work life balance,	Trust level of organisation Facilities provided to employees, work culture and communication between senior management and employees. Quality of product for customer satisfaction Co-operation among the seniors, peers and subordinates Job involvement and liking for job
Suresh Babu, 2013	human resource , job satisfaction and organizational commitment ,retaining the employees.	Trust level of organisation Employee engagement and involvement. facilities provided to employees, work culture and communication between senior management and employees. Job involvement and liking for job

employee engagement is about building a great relationship with the work force (Table 3).

Work engagement is most often defined as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli *et al.*, 2002, Schaufeli and Bakker, 2010.). The employees who are proactive and committed to high quality performance standards are needed. They need employees who are engaged with their work (Bakker and Leiter, 2010). Employees want to work in the organizations where they find meaningful work. The researcher has also proven that employers now realize that by focusing on employee engagement, they can create more productive and efficient workforce (Markos and Sridevi, 2010). Highly increasing work load and working hours that is the primary demand of Indian organizations. Many Family-friendly organizations

feel the need for work/ life balance which include recruitment and retention of valuable work force, reduced absenteeism, reduced employee stress, health benefits, job satisfaction, and better life balance (Nimita, 2014).

IDENTIFICATION OF VARIABLES

Based on the literature review and gap analysis helped to identify the independent and dependent variables for study It is given below:

Research is carried out in manufacturing sectors for white collar and blue collar employee.

Conceptualization of Model

The study established a Conceptualization Model which connects following outcomes of the research:

- i) Employee engagement is an essential activity to achieve organizational goal.

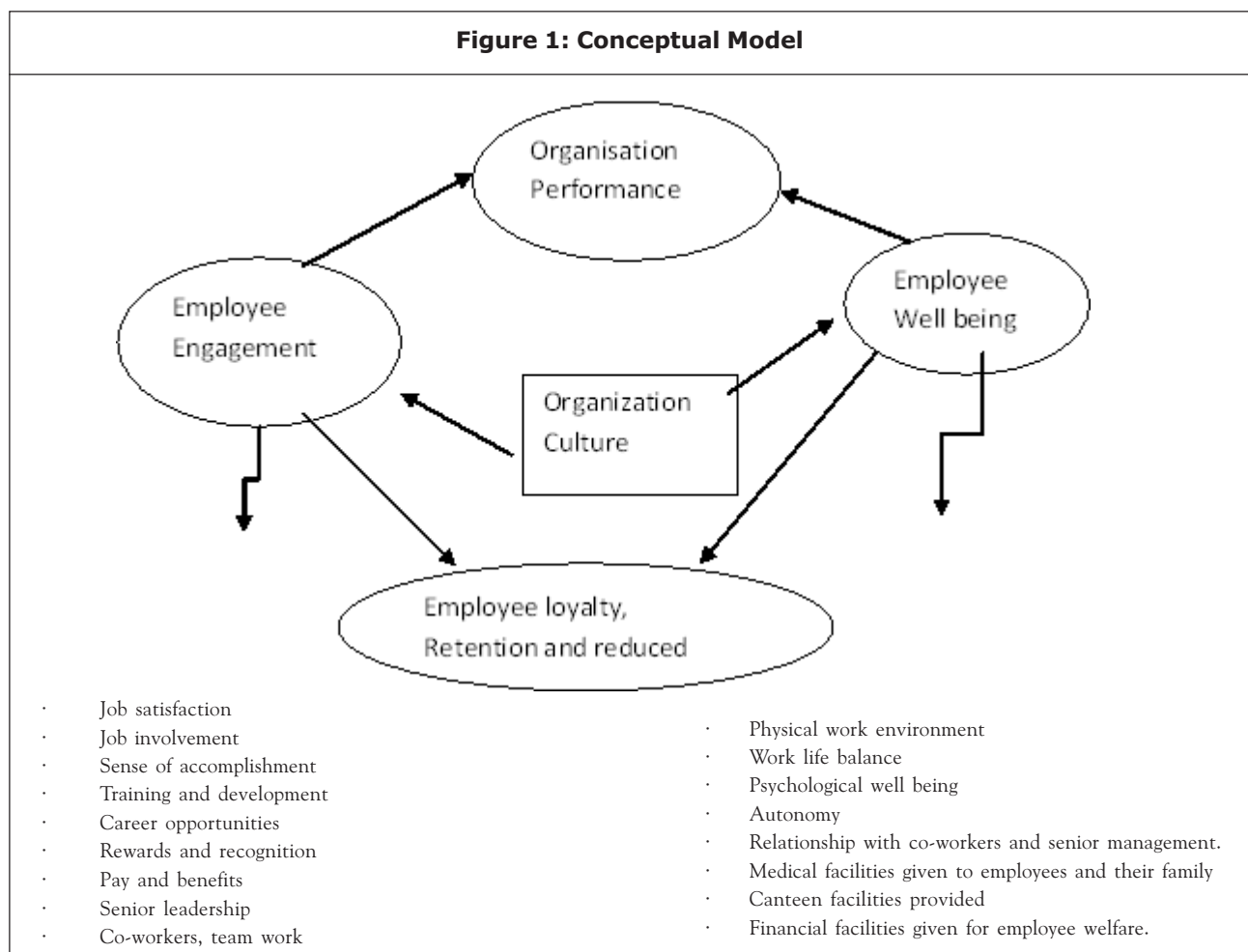
Independent Variables	Dependent Variables
<ul style="list-style-type: none"> · Trust level of organisation , · Quality of product for customer satisfaction, · Co-operation among the seniors, peers and subordinates · Physical work environment · Work life balance and security of job · Psychological well being and organisation’s respect and value · Autonomy and freedom to express opinion·Relationship with co-workers and senior management · Temperature and noise level in work environment · Canteen facilities provided · Financial facilities given for employee welfare. · Medical facilities given to employees and their family· Canteen facilities provided · Rewards and recognition· Pay and benefits 	<ul style="list-style-type: none"> · Job satisfaction · Job involvement · Sense of accomplishment · Well being of employees · Individual performance · Organization performance · Job involvement and liking for job · organisation’s respect and value towards Sense of accomplishment · Training and development · Career opportunities · Rewards and recognition · Pay and benefits · Trusting immediate boss · Co-workers, team work and approachable seniors

- ii) Employee engagement improves employee well-being.
- iii) Employee well-being directly effects employee behavior and performance.
- iv) Employee engagement can be enhanced objectively thereby employee well-being can be enhanced.
- v) Organisational culture plays pivotal role in achieving and enhancing employee engagement and employee well-being.
- vi) Employee engagement and employee well-being breeds employee loyalty.
- vii) Employee engagement and employee well-being enhanced employee retention.

- viii) Employee engagement and employee well-being reduces attrition.
- ix) Employee engagement and employee well-being has direct impact on organizational performance.
- x) Employee engagement enhances employee well-being but employee wellbeing can also be independent of employee engagement.

Based on inputs from research a Conceptual model shown below was established which clearly exhibits various relations matrix between the independent and dependent variables established for the research

Keeping these variables in mind the following objectives are taken for study:



OBJECTIVES

World over Industry has accepted that Human Resource is as Asset for an Organization and play vital role in Organizational performance productivity and profitability, towards achieving its strategic goals of expansion and growth. Over the years Industry has unanimously reached a conclusion that Human Resource is not a Cost head but an asset. Further, it has also been well accepted that cost involved in developing and retaining the human resource is an investment than expenditure as the Organization gets the ROI on human resource development and retention in multiples to the expenditures incurred on this initiative. Hence, Attrition of human resource has become a big challenge for the HR leaders globally and one of the major KRA of their own performance matrix.

Therefore, HR leaders work day-night to conduct various surveys and study developmental needs and reasons for attrition and keep designing various policies to retain the well trained human resource. In the above pursuits the HR leaders across the globe has arrived a conclusion that two variables' namely Employee Engagement and Employee Well-being are the solution to manage the Attrition. Despite tire less efforts by HR leaders across the globe, to design and implement employee engagement and well-being policies they have yet not been able to establish measurable link between Employee Well-being and Employee Engagement.

There have been numerous studies carried out by HR professional and HR Consulting firms, through which they have been able to establish Employee Well-being and Employee engagement as two variables directly linked to third variable, i.e., organizational performance. But there is no

measurement process or tool designed yet which can establish quantitative relationship between Employee Engagement and organization performance. Therefore, following objectives are taken for research:

1. To analyze the Existing Employee engagement levels and how to improve the same.

As the employee engagement initiatives are already in vogue in the industry this will be able to establish the datum for one of the variable of the study. The study will also suggest ways to improve the employee engagement. As employee engagement improves employee loyalty and retention and reduces attrition.

2. To analyze how Employee Engagement affects the organization culture and organization performance.

Employee engagement improves employee loyalty to the organization. Employee engagement helps to improve the culture of organization in terms of open communication, good rapport with all the levels of management and which will lead to increase productivity of the organization.

Keeping the above objectives and variables the following hypotheses are developed:

Developing Hypotheses

In confirmation of each of the objectives mentioned before, the following hypotheses are proposed. The hypothesis will be tested under inferential statistics. Employee wellbeing and its linkage to organization performance result into parameters for measuring the well-being through employee engagement.

Hypothesis 1: Employee engagement improve employee well being thereby improve employee loyalty and retention and reduces attrition.

Employee engagement policies of the organization makes employee feel that the organization cares for his/her concerns about personal welfare and congenial work environment which enhances his/her well-being making him/her belong to the organization termed as loyalty. This emotional relationship between employee and organization improve retention through reduced attrition and enhances organization performance in terms of productivity and profitability. Improved employee engagement induces loyalty in the employee towards his/her organization and at some level he/she even becomes Organization Brand ambassador among the employees, especially new joiner. Organizations using buddy system to engage new joiner at faster pace often use employee with high scores of well-being.

Hypothesis 2: Employee Engagement improves organization culture thereby improves organization performance.

Employee engagement improves employee well-being which drives employee's dedication and devotion to the role assigned. Employee engagement initiatives are aimed at improving organization culture in terms of welfare of employees and congenial work place. These initiatives makes employees feel that organization is concerned about his/her personal welfare and also quality of work environment in terms of clarity in role and responsibility, transparent and socially neutral performance evaluation process, office equipments, etc., which improves his/her performance as team member and team leader resulting in improved organizational performance.

METHODOLOGY

Research Design: Study is conducted involving

blue and white collar employee from thirty manufacturing companies .In addition manufacturing heads are also interviewed. The questionnaire was distributed to 1030 respondents. After receiving responses from respondents each form was checked for filter the completed forms and reconnect the respondents for to receive response to incomplete forms over the phone call for saving time.

Forms furnishing irrelevant information and suffering inconsistency in information was rejected.

Questionnaire construct: Keeping the objective and variables in mind questionnaire is prepared for pilot testing. Pilot Study was carried out for validation in terms of relevance of the hypothesis of objectives. Questionnaire forms was coded and numbered. After Pilot Study questionnaire was fine tuned. Questionnaire was constructed having Close and Open ended. Close ended questions at the beginning and open ended questions in the later part of Questionnaire.

As the Respondents are mostly located in Maharashtra, Gujarat and Orissa, for the convenience of Respondents especially those from Blue Collared Employees they were provided with translated version in Marathi, Gujarati and Oriya along with English and Hindi version. This will help in extracting exact response to the questionnaire.

Sample Design: 50 HR Heads of Manufacturing Industry were contacted. 600 White Collared Tech and non Tech Employees of Manufacturing Industry were contacted and 600 Blue Collared Tech and non Tech Employees of Manufacturing Industry were contacted. The data was collected using receiving answers to Questionnaire through Personal meeting, electronically, i.e., Mail, Web based questionnaire and telephonically.

Table 5: Demographics Analysis

Employees	Gender		Mean Age	Mean experience	Total
	Male	Female			
HR head/ Managers	30	20	—	—	50
White collared employees	390	210	26-35 yrs	2-3 yrs	600
Blue collared employees	366	234	26-35 yrs	6-10 yrs	600
Total	786	464			1250

The survey was conducted in various manufacturing organizations located in different parts of India (Hindalco Ltd., Cummins Ltd., Kirloskar Ltd., Balasore Alloys Ltd., Man Industries Ltd., SumiMotherson Ltd., Ahlstrom Ltd., Phillips Carbon Black Ltd., GPT Steel Ltd., Genous Ltd., Shyam DRI Ltd.). Three categories were selected for the survey from different Organizations in manufacturing industry. The categories selected are HR managers, white collared employees and blue collared employees. The asset of the manufacturing industry is the employees. The vital part of the performance of the Organization depends upon the employees. The White collared employees who help organization to manage different departments like finance, marketing, HR and technical. These executives are second most important asset of the Organization. HR department and the HR managers who help Organization by making policies suitable and beneficial to the employees and looking after their basic needs to get fulfilled. The HR manager too has a vital role in Organization performance, as he/she has to make such HR policies which are beneficial to both Organizations as well as employees and to make employee happy, satisfied and so engaged at the workplace. HR managers are interviewed to study the HR policies of different Organization.

White collared employees and blue collared employees were interviewed in person/ telephonically, told to fill the questionnaire in person and online. Sample size is adequate as per formula of Kerrie and Morgan (1970).

Processing of Data

After Pilot Study questionnaire was fine tuned. The questionnaire was distributed to 1250 respondents. After receiving responses from respondents each form was checked for filter the completed forms and reconnect the respondents for to receive response to incomplete forms over the phone call for saving time. Forms furnishing irrelevant information and suffering inconsistency in information are rejected. The data so collected was analysed in SPSS version 20 using different statistical tools to establish relationship between variables and validity of hypothesis.

RESULTS

The result is divided in to descriptive and inferential analysis.

Descriptive Analysis

Out of 600 blue collared employees 366 are male and 234 are females. The male: female ratio is 61:31. While for white collared employees, 390 males and 210 females participated in the survey ranging from 21 years to 55 years of age group.

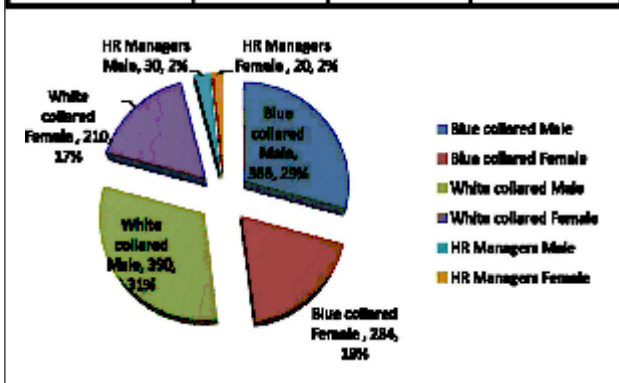
The mean age for both the employees is 26 to 35 years. The mean experience of white collared employees in the Organization is 2 years to 3 years while for blue collared employees it is 6 years to 10 years. White collared employees / executives and managers tend to switch their job frequently, i.e., in 2 to 3 years while most of the stick to one Organization, i.e., more than 4 years which is 32% of all employees. This indicates that they are loyal to Organization which is because of so many reasons like job satisfaction, employee engagement and other policies which are in benefit of employees. Out of 600 employees nearly 290 employees, i.e., 46.5% employees had prior experience. The mean age of experience is 2.66 and the median year of experience is 3 years. Table 6 gives a descriptive data.

employees 80.8% employees feel satisfied while working with the organization and in case of blue collared employees 77.8% employees feel satisfied. Feeling satisfied while working for the organization is important because it indicates the employees' basic needs are getting fulfilled and he is happy with the rules and regulations and the policies of the organization.

When asked the employees about their goals and objectives, only 41% of the white collared employees know the organization goals and objective while nearly 59% does not know about it. This question was specifically asked to white collared employees only as they are engaged mostly in office/desk work and the hierarchy is mostly well defined in the organizations and so every employee is told his key areas of responsibilities which are in alignment with the organization goal. Again it shows how an employee is engaged in Organization goal with his/ her personal goal. But unfortunately only 41% employees know the organization goal. The next question was asked about the leadership in organization, whether employees trust their leadership and do the leaders live the core value of organization. This is an important question from the organization point of view as it depicts the leadership is well managed and widely accepted by all the employees and they are happy with their senior leaders and would like to work under them and would like to refer the leaders as their role model. It not only will increase their efficiency but also their trust level towards leaders and organization too. Ultimately it will result in healthy relationships between Leaders and employees and will help in maintaining the wellbeing of employees, i.e., psychological well-being. It will ultimately result in increase in organization performance. Nearly 75% of blue

Table 6: Employees Involved in Survey

Employees	Gender	Frequency	Percentage
Blue collared	Male	366	29.00
	Female	234	19.00
White collared	Male	390	31.00
	Female	210	17.00
HR Managers	Male	30	2.00
	Female	20	2.00
Total		1250	100.00



The second part of the analysis is to find out the satisfaction level among the employee. When asked to white collared employees, out of 600

collared employees have confidence in their organization leaders and their satisfaction level is 78.3 percentages. However White collar employee satisfaction level is 75.5 percentages.

Table 7: Are you Satisfied with the Organization? (White/Blue Collar Employee)

Options	No. of employees Blue collar	Percentage	No. of employees White collar	Percentage
Yes	470	78.3	485	80.8
No	130	21.7	115	19.2
Total	600	100	600	100

Inferential Analysis

The past decade has witnessed a sharp increase in scientific studies on engagement (Albrecht, in press; Bakker *et al.*, 2008). This research had shown that engagement is related to bottom line outcomes such as job performance (Halbesleben and Wheeler, 2008; Bakker and Bal, 2010), client satisfaction (Salanova *et al.*, 2005), and financial returns (Xanthopoulou *et al.*, 2009a; Demerouti and Cropanzano, 2010). Research has revealed that engaged employees are very energetic, self-efficacious individuals who exercise influence over events that affect their lives (Bakker, 2009). With their positive attitude and activity level, employees, who are engaged, create their own positive feedback, in terms of recognition, appreciation and success. It can be true that engaged employees do feel tired after a long day of hard work, but they describe their tiredness as a rather pleasant state as it is resulted in positive accomplishments. Lastly, engaged employees enjoy other things outside work. Engaged employees do not work hard because of a strong and irresistible inner drive, but because for them

working is fun (Gorgievski *et al.*, 2010) (Table 8). Our results on employee engagement is given in Table 8.

The factors related to work culture: work environment and the relationship with the employees surrounding you in organization play a crucial role in employee engagement. When asked about Trust level nearly 28.9. Blue collared and 14.3 white collared employees answers for organization. Quality of product for customer satisfaction is better is agreed by nearly 50.5% of the employees. Nearly 57.2% of all the employees think there is better co-operation among the seniors, peers and subordinates. About the work environment some questions were asked. The result is shown in figure and the table above. Overall the work environment is properly maintained and they can perform their work comfortably in the environment. Overall 60% employees are happy with the work environment. This confirms our hypothesis H1. Some of the questions were asked about their perception about the job they are doing and their surroundings. 64.35% employees said that their seniors are easily approachable. 42.9 employees said that they have freedom to express their opinion without any negative consequences. 50% employees trust their supervisor, 64.35 employees like their job and feel their job is secure. 71.5% employees think that their job matches with their skills and knowledge so they can complete their job effectively. 64.35% employees feel that organization respect them value them as its effective employee. This confirms our Hypothesis-2 .A further factor analysis was done to determine the important factors affecting employee engagement in manufacturing sector:

Table 8: Employee Engagement Factors

S. No.	Factor	Blue collared employees (%)	White collared employees (%)	Combined (%)
Organization Culture				
1.	Trust level of organization.	28.9	14.3	21.6
2.	Quality of product for customer satisfaction.	50.5	50.05	50.5
3.	Co-operation among the seniors peers and subordinates. Work environment	64.35	50.05	57.2
4.	Safety measures taken by organization.	35.75	57.20	46.47
5.	Physical working conditions.	57.20	57.20	57.2
6.	Temperature of work place.	64.35	64.35	64.35
7.	Noise control at work place.	64.35	71.5	67.92
8.	Regular inspection of the plant and machinery to avoid the hazards organized by organization.	71.5	71.5	71.5
9.	Are the seniors easily approachable?	71.5	57.20	64.35
10.	Do you have a freedom to express your opinion without any negative consequences?	28.6	57.20	42.9
WORK IN THE ORGANIZATION				
11.	Do you feel that you can trust your supervisor?	42.9	57.20	50.05
12.	Do you like your job?	71.5	57.20	64.35
13.	Do you think that your job is secure?	71.5	57.20	64.35
14.	How do you rate your present job with the skill set you have?	71.5	71.5	71.5
15.	How will you rate organization's respect and value towards you?	71.5	57.20	64.35

Factor Analysis

1. White collared employees: The factor analysis is done to identify the major variables for the employee engagement. When it is done first, the result is as follows (Tables 9 and 10):

Extraction Method: Principal Component Analysis. After removing the factors which are rated below 7 are removed from the list and again factor analysis done. The result is as follows:

Extraction Method: Principal Component Analysis. a. 1 components extracted: The above

are the main variables which directly affect the employee engagement for white collared employees and reduced to eight factors for white collar employee. The next part of the analysis is for blue collar employee.

2. Blue collared employees: The factor analysis is done to identify the major variables for the employee engagement. When it is done first, the result is as follows (Table 11):

Extraction Method: Principal Component Analysis. 3 components extracted. After removing

Table 9: Component Matrix (WCE)		
	Component	
	1	2
Trust level of organisation	.702	-.426
Quality of product for customer satisfaction.	.744	-.288
Co-operation among the seniors peers and subordinates.	.692	-.292
Safety measures taken by organization.	.787	-.172
Physical working conditions.	.716	-.280
Temperature of work place.	.734	-.053
Noise control at work place.	.707	-.085
Are the seniors easily approachable?	.629	.259
Do you have a freedom to express your opinion without any negative consequences?	.632	.313
Do you feel that you can trust your supervisor?	.710	.025
Do you like your job?	.722	.271
Do you think that your job is secure?	.682	.097
How do you rate your present job with the skill set you have?	.663	.425
How will you rate organisation's respect and value towards you?	.667	.341

Table 10: Component Matrix Final	
	Component
	1
Trust level of organisation	.765
Quality of product for customer satisfaction.	.787
Co-operation among the seniors peers and subordinates.	.735
Safety measures taken by organization.	.821
Physical working conditions.	.756
Temperature of work place.	.744
Noise control at work place.	.714
Do you feel that you can trust your supervisor?	.705

the factors which are rated below 7 are removed from the list and again factor analysis done. The result is as follows:

DISCUSSIONS

The main variables which directly affect the employee engagement for white and blue collared

Table 11: Factor Analysis for Blue Collared Employees (Component Matrix(BCE))

	Component		
	1	2	3
Trust level of organisation.	.718	.016	-.087
Quality of product for customer satisfaction.	.627	-.185	.223
Co-operation among the seniors peers and subordinates.	.730	.089	-.226
Safety measures taken by organization	.660	-.330	.322
Physical working conditions.	.588	.340	-.226
Temperature of work place.	.616	-.484	.291
Noise control at work place	.588	.500	-.258
Regular inspection of the plant and machinery to avoid the hazards organised by organization.	.541	-.466	.147
Are the seniors easily approachable?	.597	.435	.145
Do you have a freedom to express your opinion without any negative consequences?	.513	-.467	-.311
Do you feel that you can trust your supervisor?	.495	.421	.472
Do you like your job?	.496	-.170	-.470
Do you think that your job is secure?	.451	.266	.456
How do you rate your present job with the skill set you have?	.441	.067	-.230
How will you rate organisation's respect and value towards you?	.541	.037	-.240

Table 12: Component Matrix final

	Component
	1
Trust level of organisation	.765
Quality of product for customer satisfaction.	.787
Co-operation among the seniors peers and subordinates.	.735
Safety measures taken by organization.	.821
Physical working conditions.	.756
Temperature of work place.	.744
Noise control at work place.	.714
Do you feel that you can trust your supervisor?	.705

Note: Extraction Method: Principal, Component Analysis; a. 1 components extracted.

employees are given below:

The factors related to work culture: work environment and the relationship with the employees surrounding you in organization play a crucial role in employee engagement.

On being asked about Trust level nearly 28.9 Blue collared and 14.3 white collared employees' answers of organisation, while for Quality of product for customer satisfaction is better and is agreed by nearly 50.5% of the employees. Nearly 57.2% of all the employees think there is better co-operation among the seniors, peers and subordinates. Responding to work environment they responded that overall the work environment is properly maintained and they can perform their work comfortably in the environment. Overall 60% employees are happy with the work environment. On being asked about their perception about the job they are doing and their surroundings 64.35% employees said that their seniors are easily approachable, 42.9 employees said that they have freedom to express their opinion without any negative consequences, 50% employees trust their supervisor, 64.35 employees like their job and feel their job is secure, 71.5% employees think that their job matches with their skills and knowledge so they can complete their job effectively, 64.35% employees feel that organization respect them value them as its effective employee. This confirm our *hypothesis-1 and 2*

Related to Model

The Study revealed that Employee well-being need not be either due to Employee engagement objectives of the organization or connected to the organizational culture, as this can be also due to limited personal needs and low esteem of the employee such as:

- Distance between office and home
- Lack of ambition for career growth
- Stable job even if lower salary
- Salary drawn enough for survival and meet family needs, etc.

The study established that Organization culture is very essential component for achieving:

- High employee morale
- Consistent, efficient employee performance
- Team cohesiveness
- Competitive edge derived from innovation and customer service
- Strong organisational alignment and commitment towards goal achievement

The study further reveals that the Organizational culture is great contributor to achieving and enhancing Employee engagement and thereby Employee Well-being levels in an organization.

The study established components of Organizational culture as under:

- Vision and Mission
- Core Values of the organization
- Camaraderie spirit among employees
- Celebrations for the success attained by team
- Community services for society
- Communication with employees a regular practice
- Caring approach to employees
- Commitment to ensure learning for employees
- Consistency in well established practices
- Connect with people

- Chronicles

The Study established that most organisations faced with high attritions are those with low employee engagement scores thereby low employee well-being counts. The study further established that engagement practices of an organization enhance employee well-being which improves employee retention rate by reducing attrition.

The factors which are important in employee engagement and well-being of the employees are found from this research which is termed as “Drivers of employee engagement” as under:

- Work
- People
- Opportunities
- Total Rewards
- Organization Practices
- Quality of Life

The relationship between employee engagement, well-being and organizational outcomes would be superior if better measures are used and employee feedback are received and given due cognisance. Thus, organizations need to understand how different employees are affected by different factors of engagement and well-being and focus on those, in order to achieve the strategic outcomes as well as to improve overall organisational effectiveness.

The study established a Conceptualization Model which connects following outcomes of the research:

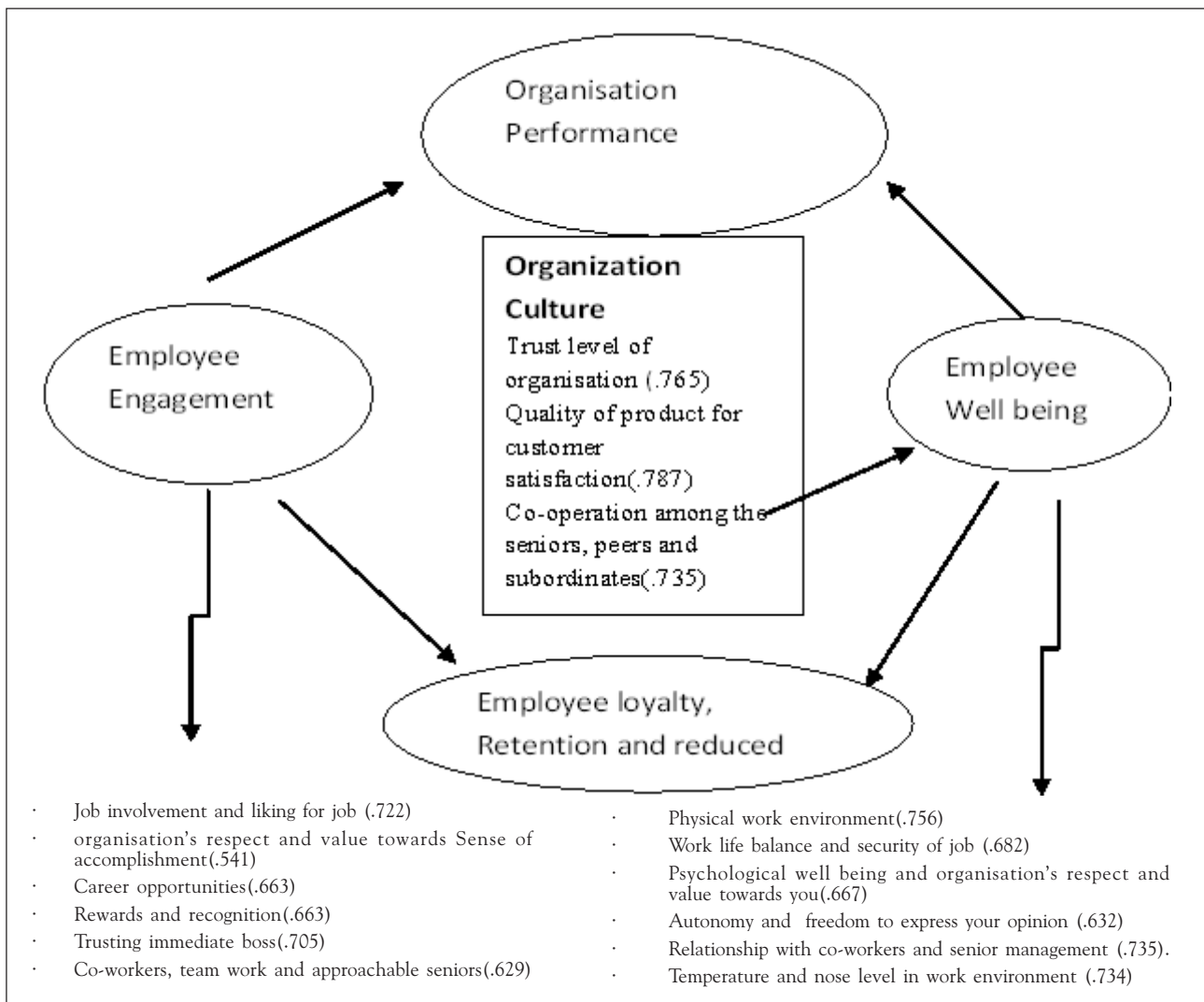
- Employee engagement is an essential activity to achieve organisational goal.
- Employee engagement improves employee well-being.

- Employee well-being directly effects employee behavior and performance.
- Employee engagement can be enhanced objectively thereby employee well-being can be enhanced.
- Organizational culture plays pivotal role in achieving and enhancing employee engagement and employee well-being.
- Employee engagement and employee well-being breeds employee loyalty.
- Employee engagement and employee well-being enhanced employee retention.
- Employee engagement and employee well-being reduces attrition.
- Employee engagement and employee well-being has direct impact on organisational performance.
- Employee engagement enhances employee well-being but employee wellbeing can also be independent of employee engagement.

Organization Performance

Based on inputs from research a Conceptual model shown below was established which clearly exhibits various relations matrix between the independent and dependent variables established for the research.

The factors related to work culture; work environment and the relationship with the people surrounding you in organization play a crucial role in employee engagement. When asked about Trust level nearly 28.9 Blue collared and 14.3 white collared employees answers affirmatively. Quality of product for customer satisfaction is better is agreed by nearly 50.5% of the employees. Nearly 57.2% of all the employees think there is better co-operation among the seniors, peers and



subordinates. About the work environment some questions were asked. The result is shown in figure and the table above. Overall the work environment is properly maintained and they can perform their work comfortably in the environment. Overall 60% employees are happy with the work environment.

Some of the questions were asked about their perception about the job they are doing and their surroundings. 64.35% people said that their seniors are easily approachable. 42.9 people said that they have freedom to express their opinion without any negative consequences. 50% people

trust their supervisor, 64.35 people like their job and feel their job is secure. 71.5% people think that their job matches with their skills and knowledge so they can complete their job effectively. 64.35% employees feel that organization respect them value them as its effective employee.

CONCLUSION

The Study has used the Employee engagement data of existing employee engagement of targeted manufacturing industries to analyze and define employee engagement criteria. The Study further

establishes connection between Employee engagement and organization culture and its impacts on Organizational performance in terms of productivity and profitability. The study reveals the direct connection between employee engagement and organization culture and organization performance. It proves that employee engagement is crucial for job satisfaction, and employee loyalty and retention in the organization. It creates a healthy organization culture which ultimately leads to better organization performance

LIMITATIONS AND RECOMMENDATIONS

The study was carried out in manufacturing industry including organizations in Gujarat and Maharashtra. The no. of organizations included is 10. There is diversity in selection of organizations. The study is not gender based study. The criterion for age is not specified. The age group varied from 18 years till 55 years and above. The most of the responses were collected online (mail) or through post. Direct communication with the employees was not possible for all the organizations. The project was time bound so could not study in depth for all the factors of employee engagement.

MANAGERIAL IMPLICATIONS

Based on Study it is recommended that Employee engagement, Employee well-being is theoretical terms but same should not adopted at universal scale to achieve its benefits in terms of Employee performance and in turn Organizational performance. Components of Employee engagement and Employee wellbeing derived in the study are constant while Drivers

Employee engagement and Employee wellbeing are variable in terms of their applicability/relevance would depend upon current levels of employee engagement and employee well-being and organisational culture.

In order to achieve employee well-being objectives which have direct bearing on organizational performance in achieving organisational goals, the Organizations are to conduct detailed survey components of employee well-being and current levels of employee engagement.

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ANNEXURE

Questionnaire for Blue Collared Workers

Please fill the following information

1. Gender: Male Female
2. Age: 18-25yrs 26-35yrs. 36-45 yrs 45-55yrs
above 55 yrs
3. Education : UG G PG
4. Ethnicity: North India South India East India West India
5. Income per month:
 1. Up to Rs 15000.
 2. Rs.15000- Rs. 30000
 3. Rs. 30000-Rs. 40000
 4. Above Rs. 40000
6. Designation:
7. Since how many years you are working with this organization?

0-5 years 6-10 years 11-15 years more than 15 years
8. Did you have any prior experience in other organization? YES NO
If 'YES', How many years? _____

Organization Leadership and Planning

1. Are you satisfied with the organization? YES NO
2. Do you have confidence in leadership of this organization? YES NO
If 'YES' kindly rate this on the scale of 1 to 5 (1- lowest 5-highest)

1. 2. 3. 4. 5.
3. Do you think senior leaders live the core value of the organization? YES NO
If 'YES' rate on scale of 1 to 5 (1- lowest, 5 – highest)

1. 2. 3. 4. 5.
4. Do you think that leaders in this organization are ready to accept inputs from employees
 1. Very often
 2. Often
 3. Sometimes
 4. Rarely
 5. Never

ANNEXURE (CONT.)

Work related questions:

5. Do you think that you get recognition for the work which is done satisfactorily?

YES NO

6. Do you have clear understanding of your job role? YES NO

7. Kindly rate the following factors on the scale of 1 to 7 (1-lowest, 7- highest)

S. No.	Factor/Scale	1	2	3	4	5	6	7
A.	Organization Culture							
1.	Trust level of organization.							
2.	Quality of product for customer satisfaction.							
3.	Co-operation among the seniors, peers and subordinates.							
B.	Work environment							
4.	Safety measures taken by organization.							
5.	Physical working conditions.							
6.	Temperature of work place.							
7.	Noise control at work place.							
8.	Regular inspection of the plant and machinery to avoid the hazards organised by organization.							
9.	Are the seniors easily approachable?							
10.	Do you have a freedom to express your opinion without any negative consequences?							
C.	Work in the organization							
11.	Do you feel that you can trust your supervisor?							
12.	Do you like your job?							
13.	Do you think that your job is secure?							
14.	How do you rate your present job with the skill set you have?							
15.	How will you rate organization's respect and value towards you?							

8. Kindly rate the following factors on the given scale. Please opt the questions which are applicable.

S.No.	Questions/Scale	Always	Sometimes	Occasionally	Seldom
16.	Have you been treated well by the managers?				
17.	Does your supervisor/manager handle your work related issue satisfactorily?				
18.	Does your supervisor/manager tell when you do your job well?				
19.	Does your supervisor/manager tell when you need any improvement?				
20.	Do you like to go to job every day?				

ANNEXURE (CONT.)

9. Kindly rate the following factors/questions on the given scale. Please opt the questions which are applicable.							
S. No.	Questions/Scale	Excellent	Very good	Good	Fair	Needs improvement	
21.	The pay/salary you getting for the work/job.						
22.	Amount of leaves you get.						
23.	The overtime pay you get for extra work done						
24.	The bonus.						
25.	Canteen facilities of organization.						
26.	Adequate breaks during work.						
27.	Any bus facility to commute to work place.						
28.	Financial help for children education.						
29.	Medical facilities for you.						
30.	Medical facilities for your family.						
31.	Loan facility for marriage.						
32.	Loan facility for building house.						
33.	Annual family get together for employees.						

Training and Development

10. Does the organization provide training whenever necessary?
 YES NO

11. Are you satisfied with the training programme which has been given to you in past?
 1. Totally 3. Sometimes
 2. Almost 4. Never

12. Did you feel connected with your trainer and instructors during the course of the training programme?
 a) Completely c) Sometimes
 b) Yes, To an Extend d) Not at all

13. Would you like to undergo training and development to improve in your work?
 YES NO

ANNEXURE (CONT.)

14. Do you think training program will help you to perform better on the job from now on?

- 1. Definitely
- 2. Yes
- 3. May be
- 4. Never

15. Does the organization provide class room training or job training?

- 1. Classroom
- 2. On job
- 3.both

16. Do you think that T&D given by the organization help your career development/ promotions and skill improvement?

- YES
- NO

Performance Management

17. Are you satisfied with the current appraisal process?

- 1. Yes, very much satisfied
- 2. Not at all satisfactory
- 3. Needs an immediate amendment
- 4. The process is fine

18. Would you like to suggest some changes in the current appraisal process?

19. Are you happy with the promotional policies of organization? YES NO

Miscellaneous

20. Would you like to work for next – years in the same organization?

- 1.
- 2.
- 3.
- 4.
- more than 4

21. Would you recommend your friend/relative to work with this organization?

- YES
- NO

22. Would you like to give extra efforts to achieve the goal of the organization?

- YES
- NO

23. Would you like to offer suggestion to improve employee satisfaction levels ?

- YES
- NO

24. If yes, please state.

- 1.
- 2.

ANNEXURE (CONT.)

Questionnaire for white collared employees

QUESTIONNAIRE FOR WHITE COLLARED WORKERS

Please fill the following information

9. Gender Male Female
10. Age: 18-25yrs 26-35yrs. 36-45 yrs
 45-55yrs above 55 yrs
11. Education UG G PG
12. Ethnicity: North India South India East India West India
13. Designation:
14. Income per month:
1. Up to Rs. 25000 3. Rs. 35000-Rs. 45000
2. Rs.25000- Rs. 35000 4. Above Rs. 45000
15. Since how many years you are working with this organization? _____
16. Did you have any prior experience in other organization? YES No
If 'YES', How many years? _____

Organization Leadership and Planning

25. Are you satisfied with the organization? YES NO
26. Are you aware of the goals and objectives of the organization? YES NO
If 'YES' kindly state one goal and one objective of the organization _____

ANNEXURE (CONT.)

27. Do you have confidence in leadership of this organization? YES NO

If 'YES' kindly rate this on the scale of 1 to 5 (1- lowest 5-highest)

1. 2. 3. 4. 5.

28. Do you think senior leaders live the core value of the organization? YES NO

If 'YES' rate on scale of 1 to 5 (1- lowest, 5 – highest)

1. 2. 3. 4. 5.

29. Do you think that leaders in this organization are ready to accept inputs from employees

YES NO

If 'YES' rate this on the following scale

1. Very often 4. Rarely
2. Often 5. Never
3. Sometimes

Organization Corporate Culture and Communication

30. Is the organization internal communication detailed enough? YES NO

If 'YES' kindly rate this on the following scale

1. Strongly Agree 4. Disagree
2. Agree 5. Strongly disagree
3. Neutral

31. Do you get all the required office equipment needed for your role at your work place?

YES NO

If 'yes' kindly mention which all equipment you get?

32. Kindly rate the following factors on the scale of 1 to 7 (1-lowest, 7- highest)

ANNEXURE (CONT.)

		1	2	3	4	5	6	7
S. No.	Factor/Scale							
B.	Organization Culture							
34.	Trust level of organization.							
35.	Quality of product for customer satisfaction.							
36.	Co-operation among the seniors, peers and subordinates.							
Work environment								
37.	Safety measures taken by organization.							
38.	Physical working conditions.							
39.	Temperature of work place.							
40.	Noise control at work place.							
41.	Are the seniors easily approachable?							
42.	Do you have a freedom to express your opinion without any negative consequences?							
Work in the Organization								
43.	Do you feel that you can trust your supervisor?							
44.	Do you like your job ?							
45.	Do you think that your job is secure?							
46.	How do you rate your present job with the skill set you have?							
47.	How will you rate organization's respect and value towards you?							
33.	Kindly rate the following factors on the given scale. Please opt the questions which are applicable.							
S.No.	Questions/Scale	Always	Sometimes	Occasionally	Seldom			
48.	Have you been treated well by the managers?							
49.	Does your manager handle your work related issue satisfactorily?							
50.	Does your manager tell when you do your job well?							
51.	Does your manager tell when you need any improvement?							
52.	Do you like to go to job every day?							
34.	Kindly rate the following factors/questions on the given scale. Please opt the questions which are applicable.							
S.No.	Questions/Scale	Excellent	Very good	Good	Fair	Needs improvement		
53.	The pay/salary you getting for the work/job.							
54.	Amount of leaves you get.							
55.	Financial help for children education.							
56.	Medical facilities for you.							
57.	Medical facilities for your family.							

ANNEXURE (CONT.)

Training and Development

35. Does the organization provide training whenever necessary?
YES NO
36. Are you satisfied with the training programme which has been given to you in past?
1. Totally 3. Sometimes
2. Almost 4. Never
37. Are you satisfied with the techniques and tools used in the training programme?
1. Completely 3. Sometimes
2. Yes, To an Extend 4. Not at all
38. Did you feel connected with your trainer and instructors during the course of the training program?
1. Completely 3. Sometimes
2. Yes, To an Extend 4. Not at all
39. Would you like to undergo training and development to improve in your work?
YES NO
40. Do you think training program will help you to perform better on the job from now on?
1. Definitely 3. May be
2. Yes 4. Never
41. Do you think that T&D given by the organization help your career development/promotions ?
YES NO

Performance Management

42. Does the organization define your JD & KRAs? Yes No
43. Are you satisfied with the current appraisal process?
1. Yes, very much satisfied 3. Needs an immediate amendment
2. Not at all satisfactory 4. The process is fine, but can suggest some changes
44. If 'option 4' kindly suggest. _____

ANNEXURE (CONT.)

45. According to you, does the performance management system cover the key areas that focus on your personal development?
- a. Yes
 - b. No, not at all
 - c. To some extent
46. Do you think the recognitions are based on the performance or it has any other factor?
- a. They are based on performance
 - b. Seniority based
 - c. Not streamlined
 - d. Mention others if any?
47. Are you happy with the promotional policies of organization? YES NO
48. Are you happy with rewards and recognitions policies of the organization?
YES NO

Miscellaneous

49. Would you like to work for next – years in the same organization?
1 2 3 4 more than 4
50. Would you recommend your friend/relative to work with this organization?
YES NO
51. Would you like to give extra efforts to achieve the goal of the organization?
YES NO
52. Would you like to offer suggestion to improve employee satisfaction levels?
YES NO
53. If yes, please state.
- 1.
 - 2.



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