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## **A Study on Employee Engagement at Pump Industry**

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### **Abstract:**

*Employee Engagement is the extent to which an employee is committed, both emotionally and intellectually, towards the work, mission, and vision of the organization. Engagement can be seen as a heightened level of ownership where each employee wants to do whatever they can for the benefit of their internal and external customers, and for the success of the organization as a whole. Engaged organizations have strong and authentic values, with clear evidence of trust and fairness based on mutual respect, where two way promises and commitments between employers and staff – are understood, and are fulfilled. Engagement is two way: organizations must work to engage the employee, who in turn has a choice about the level of engagement to offer the employer. Increasing employee engagement has a positive impact on key business metrics. Employee engagement is required in any organization because it can affect employee's attitudes, absence and turnover levels. Engaged employees are more likely to stay with the organization, perform 20 per cent better than their colleagues and act as advocates of the business. Engagement can enhance bottom-line profit and enable organizational agility and improved efficiency in driving change initiatives. Engaged individuals invest themselves fully in their work, with increased self-efficacy and a positive impact upon health and well-being, which in turn evokes increased employee support for the organization. Against this background, the present study is undertaken at Pump Industries to identify the level of Employee Engagement and factors discriminating for the same.*

**Keywords:** *Employee engagement, satisfaction level, employee retention*

### **1. Introduction to the Background of Study**

Employee Engagement is the extent to which an employee is committed, both emotionally and intellectually, towards the work, mission, and vision of the organization. Engagement can be seen as a heightened level of ownership where each employee wants to do whatever they can for the benefit of their internal and external customers, and for the success of the organization as a whole. Increasing employee engagement has a positive impact on key business metrics. Employee engagement is required in any organization because it can affect employee's attitudes, absence and turnover levels. Various studies have demonstrated that engagement is also linked with productivity, increasingly pointing to a high correlation with individual, group and organizational performance, customer experience and customer loyalty. Organizations with higher engagement levels tend to have lower employee turnover, higher productivity, higher total shareholder returns and better financial performance. It is also found that organizations with the highest percentage of engaged employees increased their operating income by 19 per cent and their earnings per share by 28 per cent year to year. Engaged employees are more likely to stay with the organization, perform 20 percent better than their colleagues and act as advocates of the business. Engagement can enhance bottom-line profit and enable organizational agility and improved efficiency in driving change initiatives. Engaged individuals invest themselves fully in their work, with increased self-efficacy and a positive impact upon health and well-being, which in turn evokes increased employee support for the organization.

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. Employee engagement is also called work engagement or worker engagement. Employee Engagement is defined as a measureable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn & perform at work. Thus, engagement is distinctively different from satisfaction, motivation, culture, climate and opinion and very difficult to measure.

### **2. Review of Literature**

Thackray, J. (2001) in his study examined the review of the Gallup Organizations work on creating a better feedback process for employers. The objective of the study was to identify and measure the elements of worker engagement that are most powerfully linked to improved business outcomes. Gallup uncovered 12 key employee expectations that, when satisfied, form the foundation of strong

feelings of engagement. The result was a 12-question survey in which employees are asked to rate their response to each question on a scale of one to five.

Harter, J.K., et al. (2002) in their study examined the relationship between level of employee engagement and business-unit level outcomes. It is important to examine business-unit-level relationships because it is at this level that employee survey data are typically used by organizations. Data aggregated to the business-unit level were provided by The Gallup Organization for 7,939 business units in 36 companies representing 21 industries. Engagement was measured by the 13-item Gallup Workplace Audit survey of aspects of work environments over which supervisors and managers have direct influence. Meta-analysis summarized engagement-business outcome relationships across business units and companies. The results reveal that employee engagement relates to business-unit outcomes, with the strongest effects for employee turnover, customer satisfaction and safety. Productivity and profitability are more weakly related to engagement, because they are affected by many factors besides employee performance.

Towers Perrin (2003) in his study examined the various factors that drive employee engagement. He found that stronger the various attributes in workplace namely career advancement, resources, challenging work, senior management interest, teamwork, customer focus stronger is the level of employee engagement. The study reveals that there is an increase in the level of employee retention, customer satisfaction and financial performance. An engaged employee focus on excellent customer service which builds customer loyalty and retention over time. This leads to an increase in revenue of the company. It shows a positive relationship between employee engagement and revenue growth and shows a negative relationship between employee engagement and cost of production.

May, D.R. et al. (2004) in their study examined the psychological conditions that have an impact on the employee engagement. The psychological conditions include meaningfulness, safety, availability, rewarding co-workers and supportive supervisory relations. They found that meaningfulness displayed the strongest relation, job enrichment and work role fit were positively linked to psychological meaningfulness and rewarding co-worker and supportive supervisor relations were positively associated with psychological safety, whereas adherence to co-worker norms and self-consciousness were negatively associated. Psychological availability was positively related to resources available and negatively related to participation in outside activities. Finally, the relations of job enrichment and work role fit with engagement were both fully mediated by the psychological condition of meaningfulness. The association between adherence to co-worker norms and engagement was partially mediated by psychological safety. Thus the study reveals that all the psychological conditions exhibited significant positive relations with employee engagement.

Baumruk, R. (2006) in his study examined the top drivers of employee engagement. He worked with organizations around the world to calculate the top drivers of employee engagement. Here, he explains that managers are a critical component in increasing engagement and improving performance and profitability. The study reveals that by building a culture that enables employees to engage in their work, organizations may benefit from staffs who are willing to go the extra mile and achieve better financial performance.

Lockwood, N.R. (2007) in his study examined that engagement is influenced by many factors-from workplace culture, organizational communication and managerial styles to trust and respect, leadership and company reputation. He found that high levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value. He also found that access to training and career opportunities, work life balance and empowerment to make decisions are important. Thus the study reveals that to foster a culture of engagement, HR leads the way to design measure and evaluate proactive workplace policies and practices that help attract and retain talent with skills and competencies necessary for growth and sustainability.

Baumruk, R. (2006) in his study examined the top drivers of employee engagement. He worked with organizations around the world to calculate the top drivers of employee engagement. Here, he explains that managers are a critical component in increasing engagement and improving performance and profitability. The study reveals that by building a culture that enables employees to engage in their work, organizations may benefit from staffs who are willing to go the extra mile and achieve better financial performance between commitment and both age and work experience.

Word, J. (2009) in his study examined how the employees in the workplace are mentally and emotionally influenced by their degree of involvement in work. He explains that job involvement which is a principle factor in the lives of most people; and employees in the workplace are mentally and emotionally influenced by their degree of involvement in work. This study used data from the National Administrative Studies Project III and empirically compares the level of job involvement between managers in the public and non-profit sectors and explored different aspects including demographic, managerial, and institutional factors that contributed to the apparent differences. The results of the study indicate that the mean level of non-profit manager's job involvement is significantly greater than for public managers. Each sector had specific variables that significantly and uniquely contributed to job involvement. The results also suggest that various mechanisms and functions of situational and organizational contexts, organizational norms, and culture are also associated with job involvement regardless of sector.

Malavika Desai et al (2010) in their study examined the level of employee engagement across manufacturing organizations and IT organizations and compared the underlying reasons indicating high or low employee engagement. The results show that the degree of employee engagement was significantly high in the manufacturing organization as compared to that in the IT firm. The results reveal that the higher level of engagement is due to the factors such as care and recognition of employees, free and frank communication with immediate supervisor, empathetic attitude, recognition of one's contributions towards the organizational goals, and freedom to participate in decision making process.

### 3. Statement of the Problem

Employee engagement has a positive impact on key business metrics. It is directly or indirectly linked to various business aspects such as productivity, growth in revenue, customer acquisition and loyalty, employee turnover and financial performance which provide a competitive advantage and contribute to organizational success. Employee engagement serves both employees and their employers. Employees who are fully engaged in their work are likely to have higher morale, exhibit greater loyalty, progress in their careers, and even enjoy a more rewarding personal life. Thus the organisation should focus on increasing the level of engagement. Thus a study is performed at pump Industries regarding the level of engagement, factors that discriminate engagement and its relation with various aspects of business activities.

#### 3.1. Objectives of the Study

- To analyze the level of Employee engagement in pump Industries.
- To identify the key factors discriminating the level of Employee Engagement.
- To analyze the influence of demographic variable on Employee Engagement.
- To analyze the difference in the level of Employee Engagement between supervisors and workers.

#### 3.2. Methodology

##### 3.2.1. Type of Study

The study assumes the nature of descriptive research. The main goal of this type of research is to describe the data and characteristics about what is being studied. It is used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to conditions in a situation. The study is descriptive as it attempts to describe the level of Employee Engagement and factors contributing to the same.

##### 3.2.2. Sample Design

The sampling method used in this study is Quota sampling. In quota sampling, a population is first segmented into mutually exclusive sub-groups, and then judgment is used to select the subjects or units from each segment based on a specified proportion. The total population present in the organization is 70 supervisors and 250 employees. Due to time constraint the size of the sample considered is 80 employees (40 supervisors and 40 workers).

##### 3.2.3. Method of Data Collection

The study depends on Primary data. Questionnaire is used for the collection of data. The standard questionnaires UWES (Utrecht Work Engagement Scale) and Gallup-12 questionnaire are used. The questionnaire is divided into 3 parts. The first part consists of Demographic details, the second part consists of Organizational details which are used to find the factors discriminating the level of Engagement and third part consists of Work and Well-Being Survey which is used to find the level of Engagement among the employees.

##### 3.2.4. Tools for Analysis

The data that is collected is analyzed using the Statistical package SPSS 16. The tools that are used are Chi-square test, ANOVA and Discriminant analysis. Chi-square test is used to analyze the influence of demographic variable on Employee Engagement, ANOVA is used to analyze the difference in the level of Employee engagement between supervisors and workers and Discriminant analysis is used to identify the key factors discriminating the level of Engagement.

### 4. Data Analysis

#### 4.1. Demographic Profile of the Respondents

This section deals with the analyses of the demographic profile of the respondents in terms of age, gender, marital status, education qualification, experience and income per month.

Age (in yrs)	No of respondents	Percentage
20-25	41	51.2
26-30	15	18.8
31-35	12	15.5
36-40	11	13.8
Above 40	1	1.2
Total	80	100.0

Table 1: Distribution of respondents based on age

The table above shows that majority (51.2%) of the respondents belong to the age group 20-25 yrs, 18.8% of the respondents belong to the age group 26-30 yrs, 15.5% of the respondents belong to the age group 31-15 yrs, 13.8% of the respondents belong to the age group 36-40 yrs and 1.2% of the respondents belong to the age group above 40.

Gender	No of respondents	Percentage
Male	46	57.5
Female	34	42.5
Total	80	100.0

Table 2: Distribution of respondents based on Gender

The table above shows that majority (57.5%) of the respondents are male.

Marital Status	No of respondents	Percentage
Single	49	61.2
Married	31	38.8
Total	80	100.0

Table 3: Distribution of respondents based on Marital Status

The table above shows that majority (61.2%) of the respondents are single.

Education Qualification	No of respondents	Percentage
SSLC	22	27.5
HSC/ITI	14	17.5
Diploma	12	15.0
UG/PG	32	40.0
Uneducated	0	0
Total	80	100.0

Table 4: Distribution of respondents based on Education Qualification

The table above shows that most (40%) of the respondents are graduates, 27.5% of the respondents are SSLC qualified, 17.5% of the respondents are HSC/ITI qualified and 15% of the respondents are Diploma holders.

Experience (in yrs)	No of respondents	Percentage
0-5	45	56.2
6-10	22	27.5
11-15	11	13.8
16-20	1	1.2
>20	1	1.2
Total	80	100.0

Table 5: Distribution of respondents based on Experience

The table above shows that majority (56.2%) of the respondents have an experience ranging to 5 years. 27.5% of the respondents have an experience ranging between 6-10 yrs, 13.8% of the respondents have an experience ranging between 11-15 yrs and 1.2% of the respondents have an experience ranging 16-20 yrs and above 20 yrs.

Income per month	No of respondents	Percentage
Rs.3000 – Rs.5000	17	21.2
Rs.5001 – Rs.10000	33	41.2
Rs.10001 – Rs.15000	22	27.5
> Rs.15000	8	10.0
Total	80	100.0

Table 6: Distribution of respondents based on Income per month

The table above shows that most (41.2%) of the respondents belong to the income group of Rs.5001 – Rs.10000. 27.5% of the respondents belong to the income group of Rs.10001 – Rs.15000, 21.2% of the respondents belong to the income group of Rs.3000 – Rs.5000 and 10% of the respondents belong to the income group of above Rs.15000.

#### 4.2. Level of Engagement

This section deals with the analyses of the level of engagement among the employees. It is found using the standard UWES questionnaire which consists of 17 statements. These questions are rated as never, almost never, rarely, sometimes, often, very often and always. The various levels of engagement are classified as very low, low, average, high and very high. The various levels of engagement are scored based upon the standard scoring pattern given for UWES questionnaire. The scoring patterns are as follows: for very low level the score is  $\leq 1.93$ , for low level the score ranges between 1.94 – 3.06, for average level the score ranges between 3.07 – 4.66, for high level the score ranges between 4.67 – 5.53 and for very high level the score is  $\geq 5.54$ .

Level	No of respondents	Percentage (%)
Very Low ( $\leq 1.93$ )	-	-
Low(1.94 – 3.06)	12	15
Average(3.07 – 4.66)	62	77.5
High(4.67 – 5.53)	6	7.5
Very High( $\geq 5.54$ )	-	-
Total	80	100.0

Table 7: Distribution of respondents based on the level of Engagement

The table above shows that majority (77.5%) of the employees are engaged at an average level, 15% of the employees are engaged at a low level and only 7.5% of the employees are engaged at a high level.

#### 4.3. Key Factors Discriminating the Level of Employee Engagement

This section deals with the analyses of the key factors discriminating the level of Engagement using Discriminant analysis. The standard Gallup-12 questionnaire is used which consists of 12 questions which address the major factors that contribute to the level of engagement. Likert 5-point scaling is used which allows the respondents to rate the factors as strongly disagree, disagree, neither agree nor disagree, agree and strongly agree. The key factors are clarity of work, resources, challenging work, recognition for doing work, care and recognition, senior management's interest in employee's well being, contribute/control, clarity of company's values, company's standards, team work, convey and opportunity for career development.

Factors	Coefficient
Two-way Communication	0.605*
Recognition for doing work	0.461*
Challenging work	0.452*
Contribution	0.443*
Care and recognition	0.362*
Clarity of work	0.291*
Opportunity for career development	0.241*
Resources	0.223*
Clarity of company values	0.199*
Company's standards	0.067
Team work	0.094
Senior management's interest in employee well being	0.170

Table 8: Significant coefficient of the key factors discriminating the level of Employee Engagement

\*Indicates factors that are positively related to Employee Engagement

The table above shows that the major factor that contributes to the level of engagement is two-way Communication. The others factors that also contribute to the level of engagement are recognition for work, challenging work, contribute/control, care and recognition, clarity of work, opportunity for career development, resources, clarity of company values. The various factors that do not have an impact on employee engagement, are company's standards, team work and senior management's interest in employee well being.

#### 4.4 Demographic Variable Vs Employee Engagement

This section deals with the analyses of the influence of various demographic variables namely age, gender, marital status, education qualification, experience and income per month on the level of employee engagement. Chi-Square test is used for this analysis. The hypothesis that is tested is stated below:

H0: The demographic variables have no significant influence on the level of Employee Engagement.

#### 4.4.1. Age Vs Employee Engagement

This section deals with the analysis of the influence of age on the level of engagement. The hypothesis that is tested is stated below:

H1: Age has no significant influence on the level of Employee Engagement.

Age (in yrs)	Level of Engagement						Total
	Low		Average		High		
	No	%	No	%	No	%	
20-25	2	4.87	34	82.92	5	12.19	41
26-30	4	26.66	10	66.66	1	6.66	15
31-35	5	41.66	7	58.33	0	0	12
36-40	1	9.09	10	90.90	0	0	11
Above 40	0	0	1	100	0	0	1
Total	12		62		6		80

Table 9: Cross tabulation: Age Vs Level of engagement

The table above shows that majority (82.92%) of the respondents who belong to the age group of 20-25 yrs are engaged at an average level. 66.66% of the respondents who belong to the age groups 26-30 yrs and 36-40 yrs are engaged at an average level, 58.33% of the respondents belong to the age group 31-35 yrs are engaged at an average level, 100% of the respondents belong to the age group above 40 yrs are engaged at an average level.

Variable	Chi-Square value	P value	Result
Age	14.54	.069	Accept

Table 10: Age Vs Level of Engagement

The hypothesis is accepted and hence it can be inferred that age has no significant influence on the level of engagement.

#### 4.4.2. Gender Vs Employee Engagement

This section deals with the analysis of the influence of gender on the level of engagement. The hypothesis that is tested is stated below:

H2: The gender has no significant influence on the level of Employee Engagement.

Gender	Level of Engagement						Total
	Low		Average		High		
	No	%	No	%	No	%	
Male	11	23.91	30	65.21	5	10.86	46
Female	1	2.94	32	94.11	1	2.94	34
Total	12		62		6		80

Table 11: Cross tabulation: Gender Vs Level of engagement

The table above shows that majority (94%) of the female respondents are engaged at an average level. 65% of male respondents are engaged at an average level, 10.86% male respondents are engaged at a high level and 2.94% of male and female respondents are engaged at a high level and low level respectively.

Variable	Chi-Square value	P value	Result
Gender	9.478	.009	Reject

Table 12: Gender Vs Level of Engagement

The hypothesis is accepted and hence it can be inferred that the gender has a significant influence on the level of engagement.

#### 4.4.3. Marital Status Vs Employee Engagement

This section deals with the analysis of the influence of marital status on the level of engagement. The hypothesis that is tested is stated below:

H3: The marital status has no significant influence on the level of Employee Engagement.

Marital Status	Level of Engagement						Total
	Low		Average		High		
	No	%	No	%	No	%	
Single	6	12.24	38	77.55	5	10.20	49
Married	6	19.35	24	77.41	1	3.22	31
Total	12		62		6		80

Table 13: Cross tabulation: Marital Status Vs Level of engagement

The table above shows that majority (77.55%) of the respondents who are single are engaged at an average level. 77.41% of the respondents who are married are engaged at an average level, 19.35% of the respondents who are married are engaged at a low level, 12.24% of the respondents who are single are engaged at a low level, 10.20% of the respondents who are single are engaged at a high level and 3.22% of the respondents who are married is engaged at a high level.

Variable	Chi-Square value	P value	Result
Marital Status	1.873	.392	Accept

Table 14: Marital Status Vs Level of Engagement

The hypothesis is accepted and hence it can be inferred that marital status qualification has no influence on the level of engagement.

#### 4.4.4. Education Qualification Vs Employee Engagement

This section deals with the analysis of the influence of education qualification at the level of engagement. The hypothesis that is tested is stated below:

H4: The educational qualification has no significant influence on the level of Employee Engagement.

Education Qualification	Level of Engagement						Total
	Low		Average		High		
	No	%	No	%	No	%	
SSLC	7	31.81	15	68.18	0	0	22
HSC/ITI	2	14.28	11	78.57	1	7.14	14
Diploma	1	8.33	10	83.33	1	8.33	12
UG/PG	2	6.25	26	81.25	4	12.5	32
Uneducated	0	0	0	0	0	0	0
Total	12		62		6		80

Table 15: Cross tabulation: Education qualification Vs Level of engagement

The table above shows that majority (81.25%) of the respondents who are graduates are engaged at an average level. 83.33% of the respondents who are Diploma qualified are engaged at an average level, 78.57% of the respondents who are HSC/ITI are engaged at an average level and 68.18% of the respondents who are SSLC qualified are engaged at an average level.

Variable	Chi-Square value	P value	Result
Education Qualification	9.232	.161	Accept

Table 16: Education Qualification Vs Level of Engagement

The hypothesis is accepted and hence it can be inferred that education qualification has no influence on the level of engagement.

#### 4.4.5. Years of Experience Vs Employee Engagement

This section deals with the analysis of the influence of experience on the level of engagement. The hypothesis that is tested is stated below:

H4: The experience has no significant influence on the level of Employee Engagement.

Experience (in yrs)	Level of Engagement						Total
	Low		Average		High		
	No	%	No	%	No	%	
0-5	7	15.55	33	73.33	5	11.11	45
6-10	4	18.18	17	77.27	1	4.54	22
11-15	1	9.09	10	90.99	0	0	11
16-20	0	0	1	100	0	0	1
More than 20	0	0	1	100	0	0	1
Total	12		62		6		80

Table 17: Cross tabulation: Experience Vs Level of engagement

The table above shows that 90.99% of the respondents who have an experience of 11-15 yrs are engaged at an average level. 77.27% of the respondents who have an experience of 6-10 yrs are engaged at an average level and 73.33% of the respondents who have an experience of 0-5 yrs are engaged at an average level.

Variable	Chi-Square value	P value	Result
Experience	3.214	.920	Accept

Table 18: Experience Vs Level of Engagement

The hypothesis is accepted and hence it can be inferred that experience has no influence on the level of engagement.

#### 4.4.6. Income per Month Vs Employee Engagement

This section deals with the analysis of the influence of income on the level of engagement. The hypothesis that is tested is stated below:

H4: The income has no significant influence on the level of Employee Engagement.

Income per month	Level of Engagement						Total
	Low		Average		High		
	No	%	No	%	No	%	
Rs.3000-Rs.5000	4	23.52	13	76.47	0	0	17
Rs.5001-Rs.10000	7	21.21	22	66.66	4	12.12	33
Rs.10001-Rs.15000	1	4.54	19	86.36	2	9.09	22
Above 15000	0	0	8	100	0	0	8
Total	12		62		6		80

Table 19: Cross tabulation: Income per month Vs Level of engagement

The table above shows that majority (86.36%) of the respondents who belong to the income group Rs.10001-Rs.15000 are engaged at an average level. 76.47% of the respondents who belong to the income group Rs.3000-Rs.5000 are engaged at an average level and 66.36% of the respondents who belong to the income group Rs.5001-Rs.10000.

Variable	Chi-Square value	P value	Result
Income	8.613	.197	Accept

Table 20: Income per month Vs Level of Engagement

The hypothesis is accepted and hence it can be inferred that income per month has no influence on the level of engagement.

Thus the analysis of the various demographic variables shows that gender has a significant influence on the level of engagement. The variables namely age, department, marital status, education qualification, experience and income per month has no influence on the level of engagement.

#### 5.4. Level of Employee Engagement: Supervisors Vs Workers

H0: There is no significant difference in the level of engagement between the supervisors and workers.

Code of the Employees	Level of Engagement						Total
	Low		Average		High		
	No	%	No	%	No	%	
1	4	10	32	80	4	10	40
2	8	20	30	75	2	5	40
Total	12		62		6		80

Table 21: Cross tabulation: Position occupied Vs Level of engagement

The table above shows that majority (80%) of the employees who are supervisors are engaged at an average level. 75% of employees who are workers are engaged at an average level, 20% of employees who are workers are engaged at a low level, 10% of each employees who are supervisors are engaged at a low level and high level respectively, 5% of employees who are workers are engaged at a high level.

Level of Engagement	Sum of Squares	df	Mean Square	F	Significance
Between Groups	.450	1	.450	2.053	.156
Within Groups	17.100	78	.219		
Total	17.550	79			

Table 22: Level of Engagement: Supervisors Vs Workers



The hypothesis is accepted and hence it can be inferred that there is no significant difference in the level of engagement between the supervisors and workers.

## 5. Recommendations

- The analysis of the level of engagement shows that majority of the employees in Deccan Industries are engaged at an average level. This level of engagement among the employees must be increased because it has a positive impact on various business outcomes and the success of the company. This level can be increased by the contributing factors that have a positive impact on the level of engagement.
- The analyses of the key factors discriminating the level of engagement shows that various factors that discriminate the level of engagement are two-way communication, recognition for work, challenging work, contribution, care and recognition, clarity of work, opportunity for career development, resources and clarity of company values. The management must focus on these key factors and improvise them as it has a positive impact on the company's success.
- The analysis of various demographic variables shows that gender has a significant influence on the level of engagement. Hence, employees must be motivated and their needs must be satisfied based on their gender.

### 5.1. Conclusion

Employee Engagement is the level of commitment and involvement an employee has towards their organization and its values. Employee Engagement is important for any organization as it directly or indirectly linked to various business aspects such as productivity, revenue growth, customer acquisition and loyalty, employee turnover and financial performance. The present study shows that employees in Deccan Industries are engaged at an average level and various factors that contribute to Employee Engagement were found. By focusing on the recommendations given the company can increase the level of engagement which leads to the success of the company.

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