

Employee Engagement during Seasonal and Non-Seasonal Period With Reference to Sugar Industry in Tamil Nadu

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Abstract:

Employee engagement is the extent in which employees feel passionate and commitment towards their jobs, and committed to the organization, and put discretionary effort into their work. Employee engagement is not as same as employee satisfaction. Companies that understand the seasonality of their businesses can predict and time inventories, staffing, and other decisions to coincide with the expected seasonality of the associated activities, thereby reducing costs and increasing revenue. It is important to consider the effects of seasonality when analyzing stocks from a fundamental point of view because it can have a big impact on an investor's profits and portfolio. A business that experiences higher sales during certain seasons may appear to make significant gains during peak seasons and significant losses during off-peak seasons. If this is not taken into consideration, an investor may choose to buy or sell securities based on the activity at hand without accounting for the seasonal change that subsequently occurs as part of the company's seasonal business cycle. Employee Satisfaction only indicates how happy, this study is main objective is to identify the important dimensions of employee engagement and to know the impact of commitment through regression, This scale is used to measure employee engagement .as Likert type scale anchored on 5 – point rating scale, and finally sample of 124 is taken at the population of 300 and analysis has been done to find employee engagement towards their own job.

Keywords: working relationship ,Rewards and recognition, Inspiration, Commitment, Motivation,, Flexible, Internal communication

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I. INTRODUCTION

Employee engagement refers to Staff commitment and a sense of belonging to the organization. For Hay Group, Employee engagement is a result achieved by stimulating employees' enthusiasm for their work and directing it toward organizational success". The Institute for Employment studies (IES) defines

employee engagement as a positive attitude held by the employee towards the organization and its values.

Kevin Kruse looks at Employee engagement as the emotional commitment the employee has to the organization and its goals. Right management defines engagement using four definitive factors, first factor is commitment to the job and organization, second factor is pride in the job and in the organization, third factor is about the willingness to advocate the benefits and

advantages of the job and organization and the fourth factor is about satisfaction with the job and organization.

Rothwell argued that there is no standard definition of employee engagement but the common agreement on the definition of employee engagement involves a workplace in which workers:

Feel connected to their organization emotionally take proud in advocating it as a good place to work to other people. Get more than just wage or salary from working there and are attached to the intrinsic rewards they gain from being with the organization, and Feel attached to the principles, ethics and actions embodied by the organization.

The IES findings suggest that regardless of sector, many of the drivers of engagement will be common to all organizations. However, some variability is likely to be present but the relative strength of each driver is expected to be dependent upon the organization being studied.

In order to capture the hearts, heads and hands of employees, there are certain avenues which call for action. The same were identified by Dan Crim and Gerard Seijts and were summarized as the Ten C's of employee engagement.

To achieve that, your engagement efforts should be aligned with your overall business strategy. Implementing unplanned ideas and activities that you think might help, without monitoring or measuring their impact, is a waste of time and resources.

II. Employee Engagement Strategies:

Various studies have shown that actively engaged employees are almost 50 percent more productive than their not-engaged or disengaged colleagues. The employee engagement cannot be improved only by designing and implementing effective human resource strategies but their involvement and quality of output produced by them also depends on their relationships with their colleagues, subordinates and seniors. It is a

basic need of human beings to belong and to be belonged. Such collaborations can be a major contributor to the success of a company.

Until recently, solutions facilitating two-way communication including top-to-bottom and bottom-to-top were given much important but nothing has been done to foster the open communication and collaborations among employees. The way they interact with each other determines the health of any organization. A perfect balance of respect, care and competitiveness should be prevailed in the organization to keep them actively engaged in their jobs. Mutual support and healthy relationships contribute majorly to the organization's success.

Besides this, empowering employees by delegating them responsibilities and giving them autonomy to take decisions regarding their job on their own can also increase their productivity. It is worth going beyond the traditional management tools of connectivity to help employees remain motivated and dedicated to perform their tasks. To achieve this, the organisations can design effective employee engagement strategies on the basis of the model explained below. There are some of the strategies of Employee Engagement, which are

1. Unify the Experiences: Conduct an employee engagement survey in order to find the factors responsible for engaging and disengaging employees. Unify the common experiences and problems and design employee engagement strategies accordingly. Sharing of feedback in written is one way of communicating the experiences and problems.

2. Evolving Through Open Communication: Open communication or face to face communication in the form of discussions can really help in bringing the various issues and identifying the main problems in the organization. It is very essential to establish a proper communication where everyone can put their

views and suggest a solution too. Most of the top organizations ask for suggestions and new ideas from their employees and then offer rewards on giving the best proposal.

3. Providing Proper Communication

Channels: Some employees are comfortable with open face-to-face communication styles whereas there are some who want to give feedbacks and suggestions in written. Discovering the best channel of communication and establishing a proper route to share feedbacks and views plays a vital role.

4. Enabling Conversation Fluidity: Whichever way of communication you choose, ensure that it has required fluidity. There should not be any hindrance in the established method of communication. Not being able to provide feedback or share problems and experiences can lead to frustration and distress among employees. Therefore, ensure that there are no barriers to communication. This can also result in disengaging the engaged employees.

5. Manage Communication: Managing communication is the last but the most important step in the entire process. Managers should keep a check on the entire process in order to ensure that it is not adversely affecting the health of the organization. They must make sure that it serves the desired purpose and is not being used negatively.

Importance of employee engagement:

When the manager, keeping your employees engaged is perhaps the biggest challenge you face. It's also a huge opportunity to gain long-term commitment and discretionary effort from your team. That effort will ultimately lead to higher sales and fewer mistakes.

There is more and more convincing evidence that improving employee engagement can significantly improve company performance across a number of key areas, such as; profitability, productivity,

customer satisfaction, innovation, health and safety, sickness and absence, turnover and wellbeing.

But, in order to achieve that, your engagement efforts have to be aligned with your overall business strategy. Implementing unplanned ideas and activities that you think might help, without monitoring or measuring their impact, is a waste of time and resources.

Characteristics of engaged employees:

Let us look deeper at employee engagement in action. It is largely about motivation – in the sense that management strives to create conditions in which employees feel intrinsically motivated. Things like job satisfaction and empowerment derive from the properly directed energies of a motivated workforce, rather than being ends in themselves. Companies' focus remains, quite properly, on ensuring the success of their business strategy and ultimately on profits and shareholder value.

Engaged employees have certain characteristics. Overall, we can say that they are fully committed to doing their best in their jobs – that is, they are not merely putting in time in the workplace in exchange for a paycheck. They actively want to contribute to the success of the company; therefore, they put their best efforts forward (including time commitment), and do not take accepted habits at face value, but challenge them by bringing in fresh ideas and perspectives. They are concerned with things like quality, costs, customer service, and safety – not because they have to be, but because they want to be.

Employee engagement demands that company leaders make active efforts to bring about these positive characteristics in the employees. They do this by creating the appropriate corporate culture of engagement and self-discipline.

Importance of corporate culture

Engagement does not take place in a vacuum. It has to be anchored in a corporate culture that stimulates and sustains engagement. Briefly defined, corporate culture is the totality of all actions of a company, the decisions and behavior of its management and all of its employees, as well as business practices and processes. One can compress this definition still further: Corporate culture is the way business is done in the firm.

Corporate culture is important because the highest level of employee engagement is reached in a self-sustainable culture of engagement which is built on the pillars of self-organization, self-motivation, and self-discipline. Such an organization is low on hierarchy, low on bureaucracy, low on interference and meddling from management, and low on micromanagement. It all adds up to a culture of success where the “self” serves not just the individuals but the needs of the company. A leader needs to recognize that a corporate culture is not a thing that should be taken as given by the circumstances, rather a good leader needs to make it his priority to change the corporate culture so that it will be aligned with the strategic goals.

The ideal future organization of engagement is based on the principle of self-organization of self-motivated and self-disciplined people. Some hierarchy is undoubtedly necessary, but it should be kept to a minimum. Teamwork, allowing individuals to merge and utilize their combined competencies, is the most important principle. Success in business is therefore based on a paradox: companies that provide the best environment for the positive actions of the self create the best teams in the process.

“Approach employees as true partners, involving them in continuous dialogues and processes about how to design and alter their roles, tasks and working relationships – which means that leaders need to make

it safe enough for employees to speak openly of their experiences at work”. -William Kahn

III. Review of literature

Dr. Pratima Sarangi (2018), Employee Engagement and Its Impact on Organizational Success – A Study in Manufacturing Company, India This paper is attempted to analyze the relevance of engaged employees for the development of organization and leads success. The sample size for this research is 200. Questionnaire is used as the tool for data collection. Questionnaire is a self-report which helps in data collection and acts as an instrument that each research participant fills out as part of a research study. Primary and Secondary both sources are used for data collection in this study. The aim of this study is to find the employee engagement the purpose of effective employee engagement.

Naveen Gupta (2018), This journal is an overview of employee engagement on performance: a literature review This journal is the study of conceptual reveals the various strategies which is adopted by firms in employee engagement. This organization is adopting various types of strategies like talent management, open communication, employee. The keywords used in this paper are Germination Engagement, Organization Effectiveness, Drives for Engagement, Talent Management, Here Engagement with performance is studied.

Pandita and Bedarkar (2014) The journal of A critical review of literature on employee engagement concept, I Employee engagement has been continued to receive increased attention in the recent past. This study carries out a critical review of literature on employee engagement concept in order to establish both conceptual and empirical gaps. The main key words used in this journal are Employee Engagement, Leadership, Social Support, Job Characteristics, Communication. The researcher proposes is mainly the need to combine the two instruments in order to

compare the results. In sampling methods there is a non probability sampling.

Dr. Bhagirathi Nayak A study by identified two factors that are positively linked with engagement namely, management and mentoring behaviors such as imparting confidence to followers, power sharing, communication, providing role clarification and articulation of vision which could be characterized as inspirational, visionary, de Dr. Pratima Sarangi(2018), Employee Engagement and Its Impact on Organizational Success - A Study in Manufacturing Company, India This paper is attempted to analyze the relevance of engaged employees for the growth and development of organisation and its culture and team-oriented

Jitendra Mohan, Mohammad Israrul Haque, Nadeem Khan Empirical Approach to Measure Employee Engagement: Evidence from Indian IT Industry An engaged employee is aware of the business context and works with their team members to improve performance for the growth of the organization. Organizations are also able to benefit free discretionary effort the employee is willing to make .Employee engagement is, therefore, a level of involvement and commitment of employee towards their organizations' vision and value. The research gap became more prominent during the recession and resource scarcity conditions in the Indian IT industries. This is an exploratory study aimed at identifying the key drivers of employee engagement within the Indian IT industry Employees are able to get 'involved' in the organization and feel that they are genuinely participating and contributing to its performance

Christian & Slaughter(2007) Journal of Beyond Engagement: Toward a Framework and Operational Definition for Employee Work Passion. The purpose of the journal is to respond the lack of consistency in the academic and practitioner literature regarding the construct of employee engagement and to offer a

platform for research and make use of a refined construct which is called employee work passion.

Mishra, K., Boynton, L., & Mishra, A. (2014). Driving employee engagement: The expanded role of internal communications. *International Journal of Business Communication*, 51(2), 183-202. The research on the journal Driving Employee Engagement: The Expanded Role of Internal communications, Internal communication is important for building a culture of transparency between management and employees, and it can be engaged employees in the organization'. This study is used as the find responses through interviews and with public relations executives to explore the level of growth role which internal communication plays major in employee engagement. The keywords used are like internal communication, employee engagement, public relations.

C. SWARNALATHA¹ & G. SURESHKRISHNA² Role of employee engagement in building job satisfaction among employees of automotive industries in india The following are the specific objectives of the study. To study the relationship between leadership and employee engagement To study the relationship between employee engagement and job satisfaction the target sample, 330 of them responded and returned the questionnaires, 315 samples were obtained. The questionnaire was developed based on detailed information which was gathered from comprehensive literature review, finally Managers must learn to communicate better with lower level employees. Connection to the company gives staff a better feeling of belonging and worth.

M. Sanjoy Singh L. Kirankumar Si The present study attempts to study about the level of employee's satisfaction and influence towards employee engagement and also changing employee demographics variables. ngh Entrepreneurship: A study on Engagement Level of Employees in Manipur A total of 95 employees could be collected randomly from respondents who held the major responsibility of

entrepreneurial activities. The data was proceeding by using SPSS English Version 19.0 for analysis. ANOVA (f) test was used to find out whether age, gender, total working experience, service in present enterprise, present position and monthly income are useful for interpreter of employees engagement level. Analysis results shows that service in present enterprises, present position and monthly income have a significant relationship on engagement level of the employees.

Lalatendu Kesari Jena Pratishta Bhattacharyya Sajeet Pradhan Employee Engagement and Affective Organizational Commitment: Mediating Role of Employee Voice among Indian Service Sector Employees the key words used are Employee Voice, Employee Engagement, Affective Organizational Commitment, Service Sector. This article aims to test the indirect effect of employee voice on employee engagement which is affective commitment of organization linkage by drawing responses from 301 executives working in Indian service sector. The finding of the study reported employee voice mediating the association of employee engagement and affective organizational commitment

Dr. Mushtaque Ali Jariko , Dr. Naveed Iqbal Chaudhry Impact Of Working Environment And Training & Development On Organization Performance Through Mediating Role Of Employee Engagement And Job SATISFACTION, To investigate this notion this study has used a deductive approach with a crosssectional research design & self-completion survey instrument. This approach has been used to collect data from 300 respondents. Structure Equation Modeling (SEM) technique has been used for analysis and result generation

Naval Garg Employee Engagement and Individual Differences: A Study in Indian Context The present paper explores the individual differs across four parameters as gender, age, experience and educational experience. Significant variations are mostly observed

across employees of related to various age, experience and qualifications.. Individual characteristics are based on difference and also it is been studied for these eight constructs ,and work environment leadership and direction, relationship with immediate seniors and co-workers, also with the compensation program, job security and career development, policies and work procedures of the company, work life balance and psychological wellbeing of the employee. The keywords used are Performance, Employee engagement, Working environment, Compensation, Job security.

P. Sivapragasam R. P. Raya HRM and Employee Engagement Link: Mediating Role of Employee Well-being studies continue to demonstrate a relationship between financial success and the organization's commitment to management practices that support people's goals and treat people as assets. Given the centrality of HRM practices to organizational success, this study reports the results of a survey conducted among 626 knowledge professionals working in IT companies in Chennai city of the Indian state of Tamil Nadu. To conclude, this study contributes to the ever-growing literature examining the influence of HRM on employee-level outcomes. Drawing upon the social exchange theory and self-determination theory, this study brought out the importance of HRM practices on employee-level outcomes and the role of employee well-being in this relationship.

Alima Aktar. Dr. Faizuniah Pangil The Relationship between Employee Engagement, HRM practices and Perceived Organizational Support: Evidence from Banking Employees The purpose of this study is to investigate the relationship between HRM practices and employee engagement. Although employee engagement has got a great attention among the industry practitioners in recent times, it requires more considerations particularly in the academic literature. This study has used a sample of 376 employees using

cluster sampling technique. To analyze the data, this study has employed SmartPLS 3.0 version software. The results of structural equation modeling revealed that HRM practices

Mamta Mohapatra Baldev R. Sharma Study of Employee Engagement and its Predictors in an Indian Public Sector Undertaking the study has identified the predictors of organizational commitment, which was used as an important manifestation of employee engagement. The study is based on primary data collected from 84 managerial employees on a number of parameters relating to employee engagement and its potential predictors. The study has revealed that the level of employee engagement in this organization is quite modest. Three factors, namely, pay, job content and objectivity are found to be the predictors of employee engagement. it is found pay and objectivity (besides job content and work experience) to be the significant predictors of organizational commitment.

IV. Methods

PARTICIPANT AND PROCEDURE:

The total population was 300 and the sample was 124 and were collected from employees of ponni sugars Erode.

The method of data collection used for the study is survey method with help of the structured questionnaire employee engagement at ponni sugars. The questionnaires was given in person. Questionnaire were distributed among the respondent after the initial communication with the respondents to seek consent. The respondents were given some days to answer the

questionnaire after which the questionnaire was collected for analysis. No other public postal services was used to distribute questionnaire.

In this research, descriptive research is used as a design model . The main purpose of the descriptive research is to describe the state of problem as it exists at present. It mainly includes the facts finding and enquires of different kinds. It is concerned with describing the characteristics of particular individual or group. The researcher aims of describing the profile of the working relationship, rewards and recognition, Inspiration, commitment, Motivation , flexible and internal communication for employee engagement

INSTRUMENTS AND MEASURES

Employee engagement system scale:

This scale is used to measure employee engagement. It is a Likert type scale anchored on 5 – point rating scale. Its response format ranges from “Highly satisfied” (5) to “highly dissatisfied” and “Highly agree” (5) to “Highly disagree”.

V. Results

4.1 ONE WAY ANOVA: The one-way analysis of variance (ANOVA) is used to determine whether there are any statistically significant differences between the means of two or more independent (unrelated) groups (although you tend to only see it used when there are a minimum of three, rather than two groups).

To measure the significances association between demographic factor and commitment factors.

Table 4.1.1 one way anova analysis

B1	Between Groups	.595	3	.198	.653	.582
	Within Groups	36.413	120	.303		
B2	Between Groups	1.271	3	.424	.695	.557
	Within Groups	73.100	120	.609		
	Total	74.371	123			
B3	Between Groups	1.687	3	.562	1.320	.271
	Within Groups	51.126	120	.426		

	Total	52.813	123			
B4	Between Groups	1.570	3	.523	.846	.471
	Within Groups	74.268	120	.619		
	Total	75.839	123			
B5	Between Groups	.493	3	.164	.180	.910
	Within Groups	109.466	120	.912		
	Total	109.960	123			
B6	Between Groups	.168	3	.056	.153	.927
	Within Groups	43.920	120	.366		
	Total	44.089	123			
B7	Between Groups	.084	3	.028	.120	.948
	Within Groups	27.908	120	.233		
	Total	27.992	123			

Where,

B1= working relationship

B2= Rewards and recognition

B3=Inspiration

B4=Commitment

B5=Motivation

B6=Flexible

B7=Internal communication

B1-[working relationship]:

HYPOTHESIS

H₀: There is no significant relationship between the age of employees and with the working relationship.

H₁: There is significant relationship between the age of employees and with the working relationship.

INTERPRETATION

The above table2 shows the one-way Anova between the age of employees and with the working relationship.From the table it is inferred that the P-value(P=0.582) which is greater than the significance level states that there is no significance difference between age of employees and with the working relationship. Therefore H₀ is accepted and H₁ is rejected.

B2-[Rewards and recognition]:

HYPOTHESIS

H₀: There is no significant relationship between the age of employees and with the Rewards and recognition.

H₁: There is significant relationship between the age of employees and with the Rewards and recognition

INTERPRETATION

The above table2 shows the one-way Anova between the age of employees and with the Rewards and recognition.From the table it is inferred that the P-value(P=0.557) which is greater than the significance level states that there is no significance difference between age of employees and with the Rewards and recognition .Therefore H₀ is accepted and H₁ is rejected.

B3-[Inspiration]:

HYPOTHESIS

H₀: There is no significant relationship between the age of employees and with the Inspiration.

H₁: There is significant relationship between the age of employees and with the Inspiration.

INTERPRETATION

The above table2 shows the one-way Anova between the age of employees and with the Inspiration.From the table it is inferred that the P-value(P=0.271) which is greater than the significance level states that there is no significance difference between age of employees and with the Inspiration.Therefore H₀ is accepted and H₁ is rejected.

B4-[Commitment]:

HYPOTHESIS

H_0 : There is no significant relationship between the age of employees and with Commitment.

H_1 : There is significant relationship between the age of employees and with the Commitment.

INTERPRETATION

The above table2 shows the one-way Anova between the age of employees and with the Commitment, From the table it is inferred that the P-value($P=0.471$) which is greater than the significance level states that there is no significance difference between age of employees and with the Commitment. Therefore H_0 is accepted and H_1 is rejected.

B5-[Motivation]:

HYPOTHESIS

H_0 : There is no significant relationship between the age of employees and with the age of the employees and Motivation.

H_1 : There is significant relationship between the age of employees and with the age of the employees and Motivation.

INTERPRETATION

The above table2 shows the one-way Anova between the age of employees and with the Motivation. From the table it is inferred that the P-value($P=0.910$) which is greater than the significance level states that there is no significance difference between age of employees and with the Motivation. Therefore H_0 is accepted and H_1 is rejected.

B6-[Flexible]:

HYPOTHESIS

H_0 : There is no significant relationship between the age of employees and with the Flexible.

H_1 : There is significant relationship between the age of employees and with the Flexible.

INTERPRETATION

The above table2 shows the one-way Anova between the age of employees and with the Flexible. From the table it is inferred that the P-value($P=0.927$) which is greater than the significance level states that there is no significance difference between age of rejected.

B7-[Internal communication]:

HYPOTHESIS

H_0 : There is no significant relationship between the age of employees and with the age of the employees and Motivation.

H_1 : There is significant relationship between the age of employees and with the age of the employees and Motivation.

between the age of employees and with the Internal communication.

INTERPRETATION

The above table2 shows the one-way Anova between the age of employees and with the Internal communication. From the table it is inferred that the P-value($P=0.948$), which is greater than the significance level states that there is no significance difference between age of employees and with the flexible. Therefore H_0 is accepted and H_1 is rejected.

4.2. REGRESSION

Regression analysis is used as a tool to test the hypotheses. To test the direct effects of hypotheses the dependent variables was the first regressed for the Employee engagement. The variables evaluate the effectiveness of job commitment in ponni sugars and also evaluated the factors contributing towards employee engagement. The findings revealed that there exist significant differences among respondents' opinions. Here is the summarized statistical analysis for effectiveness of employee engagement. This shows the Regression Analysis for Prediction of employee engagement through various factors.

Table 4.2.1 Anova for regression analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.109	7	1.016	7.508	.000 ^b
Residual	15.690	116	.135		
Total	22.798	123			

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.558 ^a	.312	.270	.36777

Table 4.2.2 coefficients for Regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.583	.226		2.575	.011
B1	.007	.069	.008	.095	.925
B2	.063	.048	.114	1.322	.189
B3	.156	.054	.238	2.884	.005
B4	.097	.043	.176	2.237	.027
B5	.120	.036	.263	3.318	.001
B6	.124	.056	.173	2.220	.028
B7	.140	.073	.155	1.911	.058

From the above table 4.2.2, illustrates the regression analysis of employee engagement , R is the correlation and it is identified that the model has the lowest R square value of 0.31 , which implies that the regression model is fit

Even thou engagement is slightly high ,The Managers should enhance two-way communication, ensuring that employees should have all the resources they need to do their job and it should be rewarded with various financial and non-financial incentives,build a distinctive corporate culture that encourages hard work and keeps success stories alive, develop a strongperformance management system.

VI. Conclusion:

This study indicates that employee engagement is closely linked with organizational performance outcomes. Companies with engaged employees have higher employee retention because of reduced turnover and high retention ratio, productivity, profitability, growth and customer satisfaction

VII. Suggestions:

Engagement towards the work needs to be improved to extent performance. It should provide proper training for the

employees for the better commitment and it should identify the strength and weakness in their work and make them comfort . It makes chance to improve each individual's personal skills through motivation and regular supervisor suggestion through strengthen of communicatuion. It can be the most suggestion to develop commitment.

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