

EMPLOYEE ENGAGEMENT PRACTICES - A STUDY IN PRINTING INDUSTRIES IN SIVAKASI

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Abstract

Employee engagement is a workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being. 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. Although improved performance and productivity is at the heart of engagement, it cannot be achieved by a mechanistic approach which tries to extract discretionary effort by manipulating employees' commitment and emotions. An engaged employee experiences a blend of job satisfaction, organizational commitment, job involvement and feelings of empowerment. Sivakasi is an industrial town which is noted for its industrious work nature of the people. This paper analyses the practices of employees' engagement in printing industries in the study area.

Keywords: Employee Engagement, Not Engaged, Actively Disengaged

Introduction

Employee engagement is derived from studies of morale or a group's willingness to accomplish organizational objectives which began in 1920s. The value of morale to organizations was matured by US (United States) Army Researchers during World War II to predict unity of effort and attitudinal battle-readiness before combat. In the post-war mass production society that requires unity of effort in execution, morale scores were used as predictors of speed, quality and militancy. With the advent of the knowledge worker and emphasis on individual talent management, a term was needed to describe an individual's emotional attachment to the organization, fellow associates and the job. According to David Macleod, "This is about how we create the conditions in which employees offer more of their capability and potential". There are three types of employee engagement such as "Engaged" who are builders. They want to know the desired expectations for their role so they can meet and exceed them. They perform at consistently high levels. They work with passion and they drive innovation and move their organization forward. Engaged employees care about the future of the company and are willing to invest the discretionary effort. "Not engaged" employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say that have finished. They focus on accomplishing task vs achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and

their potential is not being tapped. Actively Disengaged-“The engaged disengaged” Employees are the “cave dwellers”. They’re “consistently against virtually everything”. They’re not just unhappy at work; they’re busy acting out their unhappiness. An organisation has to ensure that all its employees are engaged actually.

Statement of the Problem

Sivakasi is India’s printing hub. 60 % of India’s offset printing solutions are produced in Sivakasi. Sivakasi houses largest number of printing machines in the world next only to Gothenburg in Germany. All kinds of printing jobs are undertaken in Sivakasi including security jobs like printing bank cheque books, flight tickets and lottery tickets. Most of the leading presses are exporting children’s books, notebooks, magazines, greeting cards, calendars, trade labels and cartons throughout the world. More than 50, 000 workers are engaged in printing and allied industries. Printing industries provide opportunities to people who are unemployed. They provide many benefits to employees. Employee engagement is the energy, passion that employees have towards their work and employer. There are various factors influencing the engagement practices of employees in any industry and motivational factors to increase the productivity level, including printing industry. In this situation an attempt is made by the researchers to identify influencing factors that influence employees to engage in their work and the motivational factors to increase the production by making employees engaged.

Objectives of the Study

The study is undertaken with the following objectives.

1. To study the socio economic conditions of employees of printing industries in Sivakasi.
2. To identify the motivational factors of employee engagement.
3. To identify the factors that influencing employee engagement practices.
4. To offer suitable suggestions to implement employee engagement practices in the study limits.

Research Methodology

The research is descriptive nature and based on both primary data and secondary data. The field of study is located in Sivakasi area. The study uses both the primary data which are collected through Interview Schedule designed for the study from the respondents and the secondary data are collected from company records, government publication, library, Industry analysis offered by the media, website, internet, magazines and journals.

Sampling Design

This study is conducted in printing industries in Sivakasi. There are 450 printing units in and around Sivakasi. In order to have a representative sample of the population, the Proportionate Random Sampling technique is adopted. Considering the nature and size

of the population, a sample size of 25% was considered adequately. There are approximately 800 employees working in printing industries in four units, 250 employees in Standard Press, 375 in The Safire Offset Printing, 110 employees in Orient Press, and 65 employees in Mercury Offset Printers.

Table 1 Sample size

Printing units	No of Employees	
	Population	Sample
Standard Press	250	63 (31 %)
Safire Offset Printing	375	93 (47 %)
Mercury Offset Printing	65	16 (8 %)
Orient Press	110	28 (14 %)
Total	800	200 (100%)

Hypotheses of the Study

H0: There is no significant relationship between demographic variables and influencing factors of employee engagement

H1: There is a significant relationship between demographic variables and influencing factors of employee engagement

Framework of Analysis

Percentage analysis, Factor analysis, Henry Garrett Ranking Method and A One-Way Analysis of Variance is used to study the employee engagement practices.

Review of Literature

J. Swaminathan and Ananth¹ in their study found that Employee Engagement Surveys have gained importance among the companies and studied the impact of Demographic Variables on Employee Engagement. They also conducted that successful employee engagement strategy creates a community at a work place.

Mr. Vijayamani² attempts to investigate the level of Employee Engagement and its predictors among the Executive level employees of a reputed Banking and Insurance, Software Company in Tamil Nadu, India. The research is based on the primary data collected from 200 executives on a number of parameters related to Employee Engagement and its potential predictors. The research concluded that the level of employee engagement in the organization is quite satisfactory. Four Factors namely Employee Welfare, Empowerment, Employee Growth and Interpersonal Relationships were found to be the predictors of employee engagement.

John Gibbons (2006)³ study summarizes what is known on the topic of employee employment and what companies can do to foster true engagement in the work place. It provides a review of current research on their important and timely topic when workers feel mentally and emotionally connected to their jobs they are willing to apply discretionally effort to their company success.

P. Anbuoli¹ and V. B. Devibala⁴ study examines the factors that influence employee engagement and measures the overall level of employee engagement in insurance sector. Sample for the study was collected from 80 executives working in insurance companies in Madurai. From the study, it is concluded that vibrant measures of employee engagement are needed for achievement of organization goals.

Graham Lowe⁵ Managers increasingly understand that employee engagement is a prerequisite for high performance. This article examines how job, work environment, management and organizational factors influence levels of engagement among healthcare employees.

S. Sureshkumar & Dr. P. Karthikeyan⁶ found that Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values. Employee engagement is a barometer that determines the association of a person with the organization.

Results and Discussions

The summary of findings of the study is presented below:

Socio Economic Conditions

Out of 200 respondents, 39 male respondents are highly satisfied with employee engagement practices. It is also found that there is no significant relationship between gender and respondents opinion towards employee engagement. Out of 200 respondents 61 respondents have five years to ten years of experience, in that 44 respondents are satisfied, 13 respondents are moderately satisfied and remaining 6 respondents are highly satisfied. It is also found that there is a significant relationship between experience and respondents opinion towards employee engagement. Out of 200 respondents 75 respondents with the age group of 21-35 years, in that 46 respondents are satisfied, 26 are highly satisfied, 3 respondents feel dissatisfied. There is a significant relationship between age and respondents opinion towards employee engagement. Out of 200 respondents 95 respondents having Rs.6501-8000 as monthly salary, 37 feel moderate, 35 respondents are satisfied, 17 respondents are highly satisfied and remaining 6 respondents are dissatisfied. It is also found that there is a significant relationship between Income and respondents opinion towards employee engagement. Out of 200 respondents 82 respondents are working as machine operator, in which 58 respondents feel satisfied, 12 respondents feel highly satisfied, 10 respondents feel moderate and remaining 2 respondents feel dissatisfied. There is significant relationship between designation and respondents opinion towards employee engagement.

Identifying the Motivational Factors of Employee Engagement

Motivational factor consist of ten factors. They are promotional opportunities, awards & recognition, regular increment, monetary benefits, family benefits, reducing work load, appreciation from supervisor, safety measures, welfare measures and job security. To find the motivational factors of employee engagement, Garret ranking method is used to find the results.

Table 2 Calculation of Garret Mean Score

Mean score	Total	PO		A&R		RI		MB		FB		RWL		A		SM		WM		JS																			
		17	29	36	42	47	52	57	63	70	81	X1	Fx1	X2	Fx2	X3	Fx3	X4	Fx4	X5	Fx5	X6	Fx6	X7	Fx7	X8	Fx8	X9	Fx9	X10	Fx10								
56.86	200	5	8	28	15	25	4	18	24	38	35	18	24	38	2835	18	24	38	2835	18	24	38	2835	18	24	38	2835	18	24	38	2835								
	11371	85	232	1008	630	1175	208	1026	1512	2660	2835	1026	1512	2660	2835	1026	1512	2660	2835	1026	1512	2660	2835	1026	1512	2660	2835	1026	1512	2660	2835								
51.43	200	10	20	20	12	34	24	18	14	30	18	14	882	2100	1458	14	22	31	12	25	25	30	18	22	31	12	25	25	30	18	22	31	12	25	25	30			
	10286	170	580	720	504	1598	1248	1026	882	2100	1458	1026	882	2100	1458	1026	882	2100	1458	1026	882	2100	1458	1026	882	2100	1458	1026	882	2100	1458	1026	882	2100	1458	1026	882	2100	1458
44.70	200	16	4	8	10	14	34	18	20	23	25	12	12	23	25	12	12	23	25	12	12	23	25	12	12	23	25	12	12	23	25	12	12	23	25	12	12	23	25
	8939	272	116	288	420	658	1768	1026	756	1610	2025	1026	756	1610	2025	1026	756	1610	2025	1026	756	1610	2025	1026	756	1610	2025	1026	756	1610	2025	1026	756	1610	2025	1026	756	1610	2025
52.54	200	18	6	24	17	20	30	12	20	13	32	12	28	13	32	12	28	13	32	12	28	13	32	12	28	13	32	12	28	13	32	12	28	13	32	12	28	13	32
	10508	306	174	864	714	940	1560	684	1764	2592	3240	684	1764	2592	3240	684	1764	2592	3240	684	1764	2592	3240	684	1764	2592	3240	684	1764	2592	3240	684	1764	2592	3240	684	1764	2592	3240
54.16	200	20	10	16	18	11	25	18	11	20	40	18	22	20	40	18	22	20	40	18	22	20	40	18	22	20	40	18	22	20	40	18	22	20	40	18	22	20	40
	10831	340	290	576	756	517	1300	1026	1386	3240	4080	1026	1386	3240	4080	1026	1386	3240	4080	1026	1386	3240	4080	1026	1386	3240	4080	1026	1386	3240	4080	1026	1386	3240	4080	1026	1386	3240	4080
55.62	200	10	16	18	4	10	22	36	4	25	30	36	29	25	30	36	29	25	30	36	29	25	30	36	29	25	30	36	29	25	30	36	29	25	30	36	29	25	30
	11123	170	464	648	168	470	1144	2052	1827	1750	2430	2052	1827	1750	2430	2052	1827	1750	2430	2052	1827	1750	2430	2052	1827	1750	2430	2052	1827	1750	2430	2052	1827	1750	2430	2052	1827	1750	2430
51.81	200	18	12	28	6	11	24	25	11	31	14	25	31	31	14	25	31	31	14	25	31	14	25	31	14	25	31	14	25	31	14	25	31	14	25	31	14	25	31
	10361	306	348	1008	252	517	1248	1425	1953	2170	1134	1425	1953	2170	1134	1425	1953	2170	1134	1425	1953	2170	1134	1425	1953	2170	1134	1425	1953	2170	1134	1425	1953	2170	1134	1425	1953	2170	1134
50	200	11	26	25	10	21	30	12	21	31	12	12	22	31	12	22	31	12	22	31	12	22	31	12	22	31	12	22	31	12	22	31	12	22	31	12	22	31	
	10020	187	754	900	420	987	1560	684	1386	972	972	684	1386	972	972	684	1386	972	972	684	1386	972	972	684	1386	972	972	684	1386	972	972	684	1386	972	972	684	1386	972	
52.51	200	20	16	20	13	24	15	9	24	19	36	15	28	19	36	15	28	19	36	15	28	19	36	15	28	19	36	15	28	19	36	15	28	19	36	15	28	19	36
	10501	340	464	720	546	1128	780	513	1764	2916	2916	513	1764	2916	2916	513	1764	2916	2916	513	1764	2916	2916	513	1764	2916	2916	513	1764	2916	2916	513	1764	2916	2916	513	1764	2916	
50.98	200	18	28	15	24	18	7	10	18	32	27	10	21	32	27	10	21	32	27	10	21	32	27	10	21	32	27	10	21	32	27	10	21	32	27	10	21	32	
	10196	306	812	540	1008	846	364	570	1323	2240	2187	570	1323	2240	2187	570	1323	2240	2187	570	1323	2240	2187	570	1323	2240	2187	570	1323	2240	2187	570	1323	2240	2187	570	1323	2240	

Table 3 Motivational Factors of Employee Engagement

S. No	Motivational Factors	Total	Mean Score	Rank
1	Promotional Opportunities	11371	56.86	I
2	Awards & Recognition	10286	51.43	VII
3	Regular increment	8939	44.70	X
4	Monetary benefit	10508	52.54	IV
5	Family benefit	10831	54.16	III
6	Reduction in work load	11123	55.62	II
7	Appreciation	10361	51.81	VI
8	Safety measure	10020	50	IX
9	Welfare measure	10501	52.51	V
10	Job security	10196	50.98	VIII

It could be observed that the promotional opportunities, with the Garret score of 11371 points ranked first. It is followed by the reduction in work load with the garret score 11123 points ranked second and family benefit with the garret score 10831 points ranked third. The fourth and fifth are monetary benefits and welfare measures with the garret scores as 10508 & 10501 points respectively. From the analysis, it is inferred that the respondents are mostly influenced by promotional opportunities & reductions in work load as motivating factors in printing industries.

Factors Influencing the Employee Engagement Practices

There are so many factors which influence engagement factor and satisfaction in their job. In the present study factors like communication, training and development, relationship with supervisor, job satisfaction, pay and benefit, welfare measures, working environment are considered for analysis. An attempt is made to view the factors influencing the employee engagement. The researchers have measured the factors influencing employee engagement with the help of five point scale. Every statement carries the opinion to strongly agree, agree; neither agree nor disagree and strongly disagree with 5,4,3,2 and 1 points respectively. For this purpose factor analysis has been applied.

Table Showing KMO and Bartlett's

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.749
Bartlett's Test of Sphericity	Approx. Chi-Square	8.331E3
	Df	946
	Sig.	.000

The above table determines the KMO (Kaiser-Meyer-Olkin) value and it helps to know appropriateness of factor analysis (0.749). The appropriateness of using exploratory

factor analysis depends on the number of KMO. Sampling adequacy for preceding the exploratory factor analysis is satisfactory and all 15 items are significant ($p < 0.05$). Result of Bartlett's test of Sphericity taken for this study is equal to significant 0.000 which confirms this method.

Table 4 Vari Max Factor Loading

Factor variables	Component									
	F1	F2	F3	F4	F5	F6	F7	F8	F9	H2
Level of satisfaction with salary	-.762	.269	-.168	-.419	.202	.043	-.063	.097	-.027	-.71268
Understand job role importance	.739	-.487	.002	-.045	.004	.054	.021	.068	.097	.45286
I like type of work I do	.733	-.178	.100	.198	.019	.045	.022	-.127	.007	.47764
Enthusiastic about job	.713	.240	-.106	.107	-.229	-.269	-.135	.188	.087	.53167
Enough recognition for work	.694	-.286	-.235	-.083	-.114	-.335	-.117	-.168	-.139	.59834
Satisfaction with working hours	-.687	-.029	.212	.392	.241	-.131	.014	-.340	-.092	-.65930
Acknowledges for doing my work	.667	-.404	.433	.012	-.032	.101	-.172	.116	-.139	.74948
Loyalty level in organization	-.661	.142	-.082	-.070	.162	-.217	-.279	-.056	-.019	-.67259
Provision of equipment resources	.640	-.046	-.309	-.200	.086	.340	.130	.201	.078	.52186
Employees have fun at work	.636	-.169	-.248	.087	.203	-.283	.212	-.059	-.127	.16467
Work related issues satisfactorily	.626	-.400	.239	.003	-.165	-.381	-.106	.038	-.066	.60062
Increment	-.582	-.347	.436	.216	-.368	.081	-.080	-.098	.053	-.64628
I encourage to explore growth	.560	.249	.111	-.400	.456	-.010	.255	.017	.141	1.238
Medical leave	-.466	-.158	.348	-.315	.088	-.325	-.357	.076	-.132	-.3.5811
Gratuity	-.063	-.758	-.239	-.174	.049	-.051	-.115	-.095	.093	-1.638
My pay is fair for my work	.325	.682	-.125	.155	-.145	.378	.140	-.003	-.044	1.362
Understand career advancement expectation	-.176	.635	-.412	-.028	-.223	-.095	.126	.178	-.169	-.7268
Job Helps to increase skills and ability	-.065	.612	.203	.410	-.297	.088	.004	.234	.054	1.402
Team working with shared goals	.427	-.583	.051	.215	.256	.103	.093	.089	.019	.9286
Canteen facilities	.300	.506	-.256	.351	.346	.139	-.017	-.117	.080	1.0801
Disability benefits	.167	.461	-.219	-.391	.165	-.082	.026	-.454	.076	.4406
Response to my opinion or feedback	.147	.246	.714	-.242	.204	.074	.020	-.157	.278	1.3098
Physically safe	-.102	-.253	.683	.286	.132	-.117	.247	-.152	.242	.70968

Working area with adequately heated or cooled	.119	.060	.663	-.168	.294	.110	.144	-.219	-.225	1.053
Bonus	.256	.305	-.592	-.047	-.079	.187	-.423	-.137	.219	-.13318
Cash	.447	.324	.591	.347	-.018	-.047	-.093	.246	.052	1.957
Adequate noise control	.034	.207	.589	.097	.069	.292	-.291	-.104	-.197	.5358
Amount of vacation	-.065	.334	.505	-.186	.047	-.386	.329	-.110	.402	.91980
Spirit of cooperation	.274	.409	.420	.152	-.143	.294	-.033	-.081	.065	1.587
Awards	-.002	.236	.215	-.683	.096	.421	-.017	.273	-.168	.3957
I feel happy when i am working	-.007	.000	-.218	.681	.075	-.450	.014	.143	-.013	.3992
Job security	-.137	-.017	.269	.655	-.303	.228	-.289	-.169	-.128	1.0001
Promotion	-.539	-.040	-.135	.633	.182	.048	.146	.251	.054	.6752
Reducing work load	-.063	-.348	-.075	-.256	-.704	-.068	.161	-.191	.110	-1.212
I satisfied with organisational benefit packages	-.182	-.166	-.203	.139	-.681	.238	.272	.129	.363	-.1508
Adequate space and privacy for work	.167	.376	.291	-.317	-.446	-.206	.158	.139	-.069	.4602
Staffing Level	.344	.343	.318	.172	-.403	-.135	-.094	-.203	.103	.6074
My fullest potential is developed	.275	-.420	-.101	.334	.209	.509	-.242	-.058	.000	.6610
I am interested on my work	-.218	-.400	.151	-.313	-.044	.444	-.141	.061	.374	.29740
Organisation provide as much training I needed	-.211	-.234	.037	.260	.062	.200	.684	-.014	-.337	.6701
Supervisors treats me with respect	.203	.258	.328	.057	.137	-.185	-.163	.563	-.175	.9616
My job inspires me	-.330	-.354	.057	.166	.367	.042	.123	.411	.288	1.174
Working conditions are good	.073	.299	-.162	.314	.410	-.198	-.212	.033	.495	.9126
They tell me when I need improvement	.252	.327	-.302	.408	.167	.153	.117	-.343	-.094	1.227
Eigen Value	5.943	1.947	4.868	3.882	2.266	2.477	1.45343	1.1614	5.5103	

Important Factors Leading to Employee Engagement

S. No	Name of the Variables	Eigen value
1	Culture & Communication	5.943
2	Job Satisfaction	5.5103
3	Work Environment	4.868
4	Relationship with Supervisors	3.882
5	Training and Development	2.477

The Eigen value shows the degree of influence of the factors on all variables altogether. The Eigen value of factor 1 is higher as 5.943 than factor 2 as 5.5103, factor 3 as 4.868, factor 4 as 3.882 and factor 5 2.477. It shows that the culture & communication determines more on the satisfaction of employee engagement, than other factors.

Anova

The researchers measured the relationship between demographic and influencing factors of employee engagement such as culture and communication, job satisfaction, work environment, relationship with supervisor & training and development. In this most of the factors have a significant relationship with engagement factors.

Culture and Communication

The significance level for the factors such as Gender, income and experience are more than 0.05 (5% significance). So we conclude that these factor scores no relationship with culture and communication. The significance level for the factor age, qualification and marital status is less than 0.05 (5% significance), so we conclude that Gender, Income and Experience are the factors that has a relationship with culture and commitment.

Job Satisfaction

The significance level for the factors such as income and experience are more than 0.05 (5% significance). So we conclude that these factors have no relationship with job satisfaction. The significance level for the factor gender, age, qualification and marital status is less than 0.05 (5% significance), so we conclude that Income and Experience has a relationship with job satisfaction.

Work Environment

The significance levels for the factors such as Gender are more than 0.05 (5% significance). So we conclude that this factor has no relationship with work environment. The significance level for the factor age, marital status, qualification, income and experience is less than 0.05 (5% significance), so we conclude that Gender has a relationship with work environment.

Training and Development

The significance level for the factors such as Gender, marital status, income and experience are more than 0.05 (5% significance). So we conclude that these factors have no relationship with training and development. The significance level for the factor age, qualification, marital status, qualification, income and experience is less than 0.05 (5% significance), so we conclude that Gender, Marital Status, Income and Experience has a relationship with training and development.

Relationship between Supervisors

The significance level for the factors such as Gender is more than 0.05 (5% significance). So we conclude that this factor has no Relationship between Supervisors. The significance level for the factor age, qualification, marital status, qualification, income and experience is less than 0.05 (5% significance), so we conclude that gender has a Relationship between Supervisors.

Conclusion

Realizing the human factor, HRM assumes the greater importance in every organization and employee engagement in an integral part of HRM. So the prime concern of modern, management is to motivate the labor in such a way as to achieve the organizational goal. Organizations are not made up of bricks and mortar, not heap of inventories and machines; it is the people who have positive attitude towards the organization and its values. It is concluded from the research that employee engagement is high in printing industry in Sivakasi. The management may concentrate on role of employees, welfare measures, safety, pay and benefit, motivation for their development to increase further the level of employee engagement in the printing industry.

Foot Note:

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