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Factors influencing Employee Engagement in
IT Industry: A Cross Sectional Study

T. Muthulakshmi

Influence of Organizational Citizenship Behavior on
Performance Outcome and Employee Loyalty

V. Sarala

Influence of Employee Engagement practices on
Organizational Commitment: A study among Bank
employees in Coimbatore City

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Assessing the Influence of Work Life Balance,
Occupational Commitment, Occupational
Self Efficacy on Occupational Engagement among
Women Entrepreneurs in Coimbatore City

R. Krishnaveni

CXO Interview



GRG School of Management Studies
PSGR Krishnammal College for Women
Coimbatore, India



PRERANA: Journal of Management Thought and Practice

PRERANA in Sanskrit means hope and inspiration. The primary objective of PRERANA journal is to enhance the standard of management education by drawing from conceptual and empirical research based articles reflecting current industry practices. PRERANA shall include contributions from eminent members of the academia and sharing of practices by experts from industry. The Journal will also contain book reviews, editorial abstracts and executive summaries of recent publications in management.

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FROM THE EXECUTIVE EDITOR

It is my pleasure to place before you the second issue of the ninth volume of '*PRERANA: Journal of Management Thought and Practice.*' The objective of *PRERANA* is to disseminate contemporary developments in the field of management in the form of empirical research that tests, extends or builds management theory and contributes to management practice. *PRERANA* encourages manuscripts that present strong empirical and theoretical contributions to the management field. Preference is given to submissions that test, extend, or build strong theoretical frameworks while empirically examining issues with high importance for management theory and practice. The Journal will also enable industry in applying the most recent developments in the evolution of management thought.

PRERANA's international and multi-disciplinary review team ensures maintenance of standards of excellence with regard to the quality of contents. The current issue publishes five articles in the areas of General Management and Human Resources.

Muthulakshmi, in her article has discussed the factors that influences employee engagement in the context of IT industry, using Case method. Results reveal that Job Content, Peer Co operations, Leadership Style, Mentoring and Coaching, Working Environment, Organizational culture and climate and Compensation has a significant influence on employee engagement. The study could be used as a base for conducting similar studies in organizations in IT industry.

Sarala in her study emphasizes the need for proactive behavior among the bank employees to meet the growing expectations of customers. The factors that influence Organizational Citizenship Behavior and its impact on Performance Outcomes and Employee Loyalty are examined. Results indicate that higher the Organizational Citizenship Behavior of the employees higher with be their performance outcomes and loyalty.

Nivetha in her study discusses the need for Emotional Intelligence and Organizational Learning among the employees in IT Industry. She argues that organizational learning is the key to organizational success and investigates the influence of Emotional Intelligence on Organizational Learning. Emotional Intelligence can help turn away the negative emotions into positive and productive behavior.

Suganya, in her study attempted to identify the employee engagement practices in the context of Banking Industry and the influence of employee engagement practices on organizational commitment. The study considered Job, Teamwork, Immediate Supervisor, Communication, and Rewards and Development Opportunities as the factors of employee engagement. The study concluded that engaged employees are more committed to their job.

The objective of the study by Krishnaveni is to assess the influence of Work life balance, Occupational commitment, Occupational self efficacy on Occupational engagement among women entrepreneurs in Coimbatore city. Results reveal that work life balance has a major influence on engagement compared to other factors, since professional women place more importance to work life balance, since striking a balance between work and life is crucial and essential to advance in their career as well manage their family equally well.

I thank all the authors for their contributions towards the second issue of the ninth volume of *PRERANA*. I look forward for novel, insightful and crafted conceptual work that challenges conventional wisdom concerning all aspects of organizations from academicians, bureaucrats and business executives for publishing in *PRERANA*. The focus of the articles could be on diverse aspects of management focusing on contemporary issues and future challenges.

- Dr. B. Sripirabaa, PhD

FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN IT INDUSTRY: A CROSS SECTIONAL STUDY

T. Muthulakshmi¹

ABSTRACT

Information Technology (IT) and Information Technology enabled services (ITes) industry has gained importance due to its huge contribution to Indian economy. Knowledge based industry requires sustenance of its competitive advantage through engaged and committed employees working with the organization for a longer tenure. Many earlier studies have focused on various factors for employee engagement, there is a need to understand the influence in the context of organizational characteristics like IT and ITES companies that provide business solutions. Reasons for low engagement and turnover are different among the organizations. A benchmarked engagement survey typically doesnot address the issues in such organizations. IT and ITeS companies have an influx of young workers and high use of technology at their workplace. These organizations are known for providing fun at work, knowledge in depth, opportunities, and encourage employees with more facilities, provide equivalent opportunities, good working environment, provide real designing challenge to work on. However, these organizations has a problem in deployment of resources where hardcore mechanical engineer given software coding jobs, cross cultural challenges even with employees coming from various regions within India, and proper grievance addressing mechanism. Therefore, there is need to understand how the various factors that has an influence on employee engagement. In this context, the current study is executed to identify the factors that has an influence on employee engagement.

Narrowing down to the IT industry, the variables that has an influence on employee engagement are identified are Job Content, Peer Co operations, Career Growth, Performance Review and Development, Leadership Style, Mentoring and Coaching, Working Environment, Rewards and Recognition, Organizational culture and climate and Compensation. Results reveal that Job Content, Peer Co operations, Leadership Style, Mentoring and Coaching, Working Environment, Organizational culture and climate and Compensation has a significant influence on employee engagement.

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INTRODUCTION

Information Technology (IT) and Information Technology enabled Services (ITeS) industry has made India proud globally not only by its contribution to Indian economy but also catering a major portion to the world market. IT sector contributed approximately 9.5 per cent to the GDP in FY 15 (IBEF). With revenue of US\$ 146 billion in 2015, it showed a growth rate of 23.72 per cent. The major reason for the growth of the IT sector is the talent pool available in India. India added around 5.8 million graduates to the talent pool during FY15. In addition, India's emergence as a global outsourcing hub can be attributed to the availability of English speaking workforce. This growing pool of India drives the Research and Development. India attracts IT related business process management and has become a major outsourcing hub for innovation business.

Retaining employees is a great challenge for organizations. Employee engagement is considered as one of strategies for retention. Corporate leadership council (2004) support that engagement as the employee commitment to something or someone in their organization and how hard they work and how long they stay as a result of that commitment. An engaged employee is enthusiastic, committed, fascinated and inspired by his/her work. They have strong emotional bond with the organization and care about its future. They are loyal, productive, ethical, accountable and dependable. Engaged employees require less supervision. They set their own targets and meet the expectations. They are able to set their tasks above their normal duty and responsibilities and work ahead of requirements. This characteristic is the one that is very much required for an innovative company. Creativity can bread only when employees are involved and engaged.

Not all the employees are engaged in an organization. Corporate leadership council (2004) found that percentage of employees in an organization, who are actively engaged, not engaged and actively disengaged in their jobs as 30%, 55%, 15% respectively. Forbes (2014) claims that there is need to rethink the employee engagement issue. They suggest that despite the long drawn annual employment engagement surveys; there has been little improvement on the attrition rates. Reasons for low engagement and turnover are different among the organisations. IT and ITeS companies have an influx of young workers and high use of technology at their workplace. The entire environment for the employees is different compared to other industries. However, a benchmarked engagement survey typically doesn't address the issues in such organisations.

In this context, this study is proposed to identify the factors that enhances employee engagement in an IT and ITeS company that is involved in innovation and Business process management. This study looks at various organizational factors that influences employee engagement in the organization.

Research Question

“What are the factors that influence the employee engagement in an IT & ITeS company?”

REVIEW OF LITERATURE

This section presents the ontological and epistemological background of the knowledge related with the study.

Saks (2006) argued that in recent years, employee engagement has become the primary concern among the consulting firms and among businesses and the study tested the model of the antecedents and consequences of job and organizational engagement based on social exchange theory. The data is collected from 102 employees with an average age of 34 and 60% female through survey from different jobs and have been in their current job for an average of 4 years, in their organization for 5 years and with 12 years of work experience. The results indicate that there is a significant difference between job and organization engagements and the job and organizational engagement is predicted by the perceived organizational support. Job engagement is predicted by job characteristics and organizational engagement by procedural justice. The results also showed that job and organisational engagement mediated the relationship between the antecedents and job satisfaction, organizational commitment, intentions to quit and organizational behaviour.

Witemeyer (2013) argued that the employee engagement is a positive relationship between the employees' engagement and success of the business in both at the firm and individual level and the outcome includes retention, profitability, productivity, satisfaction and customer loyalty.

Ringl, (2013) researched on why employees choose to stay in an organization as research on job embeddedness has been enhanced to predict the employee behaviour such as innovation and organizational citizenship behaviours. The data is collected from 213 respondents and the results shows that organizational embeddedness is positively related to employees' work engagement and it is also found that the dimensions that create job embeddedness are differentially predictive of work engagement but the organizational fit and sacrifice performed are better at predicting work engagement. People with high organizational fit have a higher work engagement and organization looking for more dedicated employees should put additional investment in their recruitment department to select candidates whose congruence level between own values and goals with the values and goals of the organisation is high.

Kahn (2007) listed around eight drivers of employee engagement (1) Trust and integrity, (2) Nature of the job, (3) Alignment between employee performance and company performance (4) Career growth opportunities (5) Pride in the company,

(6) Coworkers or team members, (7) Employee development, (8) Relationship with manager.

Jafri (2012) argued that HRM practices (training and development, performance evaluation, work- life balance and reward & benefits) can predict employee engagement. A study is done among 250 employees working at different levels from two corporations in Bhutan. Respondents are selected based on convenient sampling and includes both male and female. The results showed that training and development, performance evaluation and reward and benefits significantly and positively predict employee engagement.

Stanley (2016) listed the job specific characteristics that can influence both creative behaviours and employee engagement. They are challenges in job, capacity to act autonomously, ability to accomplish outcomes, task variety, learning opportunities, and time pressure that can occupy employees. Freedom to act, support for success, recognition, team enjoyment, openness to new ideas and providing a safe environment as managerial behaviours also can influence engagement and creative behaviour.

Engaged employees are considered as an asset to the organizations and studies reveal that organizations have been attempting on different ways to engage their employees. Engaged employees contribute more than their counterparts, are involved more in innovative and creative activities, exhibit high productivity, have a high person-job-fit and also person-organization-fit and therefore are more inclined to attach themselves with the current organization. It is evident from the above reviews that engaged employees perform better, prefer to take up challenging jobs, are involved in innovative and creative tasks, and engage in more of team activities.

Bersin (2015) suggested that to design an irresistible work, three issues are to be addressed. Understanding the meaning of engagement in today's context, developing tools to capture employees' feedback continuously and adjusting the work environment based on data analytics, and making engagement as business strategy rather having it as only HR program is gaining significance. The author also proposes five major elements (and 20 underlying strategies) that work together to make organizations irresistible. They are meaningful work, hands-on management, positive work environment, growth opportunity, and trust in leadership. Based on the above discussions, the study identified and included job content, peers cooperation, career growth prospects, performance review and development, leadership style, mentoring and coaching, working environment, rewards and recognition, organizational culture and climate and compensation as factors that are likely to have an influence on Employee Engagement. Discussed below are reviews pertaining to each of the factors identified and listed above.

Job Content: The following section discusses the reviews that bring to light the significance of job content in organizations and how it influences employee engagement.

Coetsier and Corte (1993) focused on shifts in perceived job content among two occupational groups such as the office technology workers and machine operators during the first year of their professional career. To measure the perceived job content, a shortened version of Fine's functional job analysis is used. These 3 domains are optimally scaled and recorded and shifts in perceived job content are studied using long linear analysis. The results show that there is a substantial symmetry between job progression and degression and a large amount of content switches is to adjacent levels of complexity. The results also indicate that there is no general progress over time in job content activities.

Hornung, Rousseau, Glaser, Angerer and Weigl (2010) argued that there are 2 approaches to redesign work and they are formal top-down interventions and proactive bottom-up job crafting. The approach of top-down is limited in its ability to generate individually optimized work characteristics, but the bottom-up job crafting approach can allow the workers to modify their own jobs. The research suggests a third approach which is task i-deals for customizing job contents and it is tested in studies conducted in United States and Germany using structural equating model. LMX related positively to the extent of successfully negotiated task i-deals and more positively with work characteristics, and also indirect impact on employee engagement and initiative. In task i-deals the redesign interests of employees and employers are negotiated individually and the model also reflects the contemporary shift in responsibility and risks from employer to individual employee.

De Spiegelaere, Van Gyes, De Witte, Niesen and Van Hootegem (2014) said that the job content have a major impact on the employee engagement and innovation at work. The employees with high degree of discretion over their work are more willing to take over initiatives that can improve innovation at work place. The HR managers should have an eye on structural changes in the job to activate the employee's innovation. The employees with insecure jobs tend to have less employee engagement and prevent them from implementing innovative ideas to improve the work quality and productivity.

Based on the above discussions, it could be inferred that organizations are focussing in developing a multifunctional job design, designing a HRM system that promotes involvement of employees, customizing job contents, and employees with high degree of discretion over their work are more willing to take over initiatives that can improve innovation at work place. Hence it is essential to have a clear description of the job which could be customized based on the employee requirements to enhance employee engagement.

Peers Cooperation: The following section of reviews brings to light the need for Peer cooperation at the work place and the influence it has on employee engagement.

Eisenberger, Huntington, Hutchison and Sowa (1986) presented the evidence that employee forms the global beliefs to an extent to which the organization values their wellbeing and contribution and such support by the organization can reduce absenteeism. The study also presents evidence for the relation between perceived organizational support and absenteeism is greater for employees with strong exchange ideology compared to employees with weak exchange ideology and this finding support the social exchange view that the employees' commitment to organization is highly influenced by their perception of organization's commitment towards them. The perceived organizational goal is seen to increase the employee's attachment towards the organisation and make the employees to put their full potential and skill to meet the organisation's goals. The organisation's supports towards the employees are showed through appreciation and approval of their achievement and material rewards such as pay, rank and job enrichment.

Brad Shuck, Rocco and Albornoz (2011) argued that the purpose of the study is to identify employee's unique experience of showing engagement in their work. The data is collected using semi-structured interviews and the observations are recorded following the Yin's case study model from a large multinational service corporation that is ranked as one of the best places to work. Content analysis is used to interpret the engagement efforts and experience and the work by Kahn and Maslow is integrated to provide the conceptual framework. The finding highlight three important things like the relationship building and attachment to co-workers, opportunities for learning and work environment. The finding also highlight that the direct relationship between the employee and the manager has a major role in shaping the organizational culture and improving the engagement of the employees. The organisations are developing their employees to be passionate and committed to have an advantage over the competitive business.

Muller *et al.* (2016) argued that employee engagement is a reflection of an employee's experience of work. They explored the influence on engagement of peers (who report to the same manager) and friends (who share social ties in an internal social network).

Reviews indicate that support from organization and a colleague enhances employee wellbeing, reduces absenteeism, enhances commitment, enhances engagement, and enhances job satisfaction. Further an employee's immediate work colleagues exert considerable influence on his propensity to contribute.

Career Growth Prospects: The following review section discusses the significance of career growth prospects among employees.

Weng, McElroy, Morrow and Liu (2010) examined the relationship between the career growth of employees and organizational commitment. Career growth is defined by four factors namely, career goal progress, professional ability development, remuneration growth and promotion speed. The data is collected from 961 employees from 10 cities in China. The results showed that the four dimensions of career growth have a positive relationship to affective commitment and three of those factors are positively related to continuance and normative commitment. Among career growth only three of the eighteen two-way interactions affected organizational commitment. The career growth could be attained by the own effort of the employees by making progress towards the goals and acquiring new skills and the organization appreciate the progress through salary increases and promotion.

Karavardar (2014) examined the direct effect organizational career growth on turnover intentions and the influence of organizational commitment among the auditors in Turkey. The organizational career growth is defined by four factors; professional ability developments, promotion speed, remuneration growth and progress of career growth. The data is collected from 226 auditors from 92 auditing firms in Turkey. The results showed that the organizational career growth dimensions are negatively related to turnover intentions. The factors like professional ability development and remuneration growth have strong influences on turnover intentions.

Wang, Weng, McElroy, Ashkanasy and Lievens (2014) studied the contribution of employee's career growth to the organization and how it is related to the voice behaviour. The theories of social exchange, organization based self-esteem and psychological attachments are employed to develop 6 hypotheses that include the mediating role of affective organizational commitment and the moderating effect of gender. The data is collected from 328 employees in Mainland China over a period of three months and the hypothesis is tested on it. The results showed that these relations are partially mediated by affective organizational commitment and partially moderated by the gender. The managers should consider career growth as a viable subset for the employees to provide suggestions and commitment to improve the organizational competitiveness and it enables the employees to connect their career growth to the organization's goals. The professional ability developed by the employees as a part of career growth can also broaden the ideas and suggestions, particularly among women. The results also showed that the organization must have a reward system that recognizes the contribution of employees, test the satisfaction of the employees with their reward system, and improve the voice behaviour engagement of the employees. The affective commitment is related to the increased voice, which made the organization to create a committed workforce.

It could be consolidated from the reviews that career growth could be attained by the own effort of the employees by making progress towards the goals and acquiring new skills and the organization appreciate the progress through salary

increases and promotion. Further career growth opportunities reduce turnover intention and enhance organizational commitment. Employees also perceive that opportunities for undergoing training programmes and organisational prestige enhance the belief about the opportunities for career growth.

Performance Review and Development: Reviews in this section, portrays the importance of performance management system and its benefits for the organization.

Ying (2004) in his study defined performance management system, employee performance and employee performance measurement and also analyses the relationship between performance management system with employee performance. The Kruskal-Wallis and Ordered logit regression are used to test the relationship and the results shows that personal development and continuous communication have a significant impact on the performance of the employees. The performance management system has a positive but insignificant relationship with employee performance. The effective feedback has the potential to increase employee performance and help them utilize their abilities to pursue their goals. Financial appraisal also improves the performance of the employees.

Anitha (2014) identified the key factors that contribute to the employee engagement and the strength of relationship between employee engagement and employee performance. The data is collected using an instrument and the study variables are tested using a pilot data on 60 employees, the final data are collected from 180 employees from a large-scale organisation. The results show that the work environment, both physical and emotional environment, affects effective leadership. The work environment can also improve the team dynamics and co-worker relationship.

Iakovidou (2016) discussed that employee engagement can be improved using performance appraisal process and make employees feel valued. The study analyses the relationship between the employee engagement and making the employees feel valued through the process of performance appraisal. Engagement is more positively related to performance appraisal.

Ngesa, Shedrack and Douglas (2016) argued that performance management is one of the powerful tools that can give the organization a high performance and competitive advantage. The employee engagement can be improved by making the employee interested in their work place and get them excited about the job. The data is collected from 200 academic staff members of Kibabii University, Kenya and is analysed using descriptive and inferential statistics. The results show that there is a positive correlation between positive management and employee engagement at Kibabii University in Kenya. The study also recommends the organization to embrace job engagement by the way of identifying employees with their job.

Reviews highlight the need for a systematic performance management system in organizations since performance appraisal forms the base for providing feedback

to the employees, helps in identifying areas of improvement, identifying the training needs of the employees, and also forms the basis for career advancement. Financial appraisal also improves the performance of the employees. An effective performance management system and a fair and just performance appraisal promote employee engagement and also help in making employees feel valued.

Leadership Style: Reviews in this section emphasize the importance of Leadership in organizations.

Tims, Bakker and Xanthopoulou (2011) studied how the leader's style can influence the daily work engagement for an employee. It is predicted that the transformational leadership style with optimism improve the engagement of an employee on day-to-day basis using the various leadership theories and job-demand resources model. The data is collected from 42 employees using a questionnaire and surveys are conducted for five consecutive days on work. A partial support is given to the hypotheses by the results of the multi- level analyses and the daily transformational leadership related positively to the daily employee engagement but daily self-efficacy did not relate. The results shows that the transformational leadership and the resourceful work environment created have primary importance in the engagement of the employees as it can increase the optimism of the employees and it also proves that is it worth to invest on leadership training and practices.

Batista-Taran, Shuck, Gutierrez and Baralt (2013) studied the relationship between leadership style and employee engagement as competitive market are focusing more on the employee motivation and having a workforce that is engaged. The study is also conducted to find what leadership style can have an impact on the engagement of the employees. The results shows that the organizations should develop strategies that will improve the skill for building trust and sharing the visions as it can motivate the employees to complete a task and will create a workforce that is more productive. A motivational leader develops a more cohesive workforce that will be prepared to face the challenges in the global market and lead to the development of employee's skill that will result profitably to the organization.

Kovarik (2016) argued that one of the growing phenomenons in the business world is Mergers and Acquisitions (M&A) which is expansion of markets shares globally and it is noticed that at some point 1 out of 3 employees will be involved in M&A. The study explores the strategies in engagement and satisfaction of 8 leaders in healthcare industry who have implemented M&A successfully and the employees are employed at the facility before and after M&A and are current employees during the study. The data is collected using audio recordings and interviews that are semi constructed and they also used company documents such as handbooks that contained the mission and vision and the data is also reviewed by the participants to ensure the accuracy. The data is analysed to reveal 5 strategies and those are structured and intentional leadership, focus on human resources, transparent and frequent

communication and positive corporate culture. These leaders during post-merger have implemented changes in the corporate belief structure and recommended increased teamwork and communication by having open communication between staff and leaders.

Reviews on Leadership and its influence on employee engagement, contribution to innovation and turnover intentions indicate that leadership styles can affect innovation commitment, creativity and engagement. Strong ethical commitments of the leaders can have an impact on the job and can affect the employee's motivation. Transformational leadership style with optimism improves the engagement of an employee on day-to-day basis, while a motivational leader develops a more cohesive workforce that will be prepared to face the challenges in the global market and lead to the development of employees skill that will result profitably to the organization.

Mentoring and Coaching: Reviews in this section discuss the need for mentoring and coaching in organizations and the benefits derived by organizations through mentoring and coaching.

Joo, Sushko and McLean (2012) examined the purpose, role and importance of manager-as-coach, executive coach and formal mentoring and the relation, similarities and differences between these three. Major findings include that traditionally, mentoring and coaching is only applicable for managerial positions however, in the modern world, due to increasing competition, advancements in technology, greater need for teamwork, delegation etc. mentoring and coaching are emphasized by employees as well. The authors argue that diversity in terminology of coaching and mentoring can affect a practitioner's approach towards the employee and in turn the effectiveness of the process. In conclusion, the article states that for effective coaching and mentoring, the practitioner needs to be aware of the terminology, types and techniques, set expected outcomes for the employee after the coach/mentoring session, and after the session, identify whether the outcome has been met by communicating with the employee.

Bond and Seneque (2013) developed an emerging comparative framework that seeks to place coaching in relation to other forms of management practice. The framework also differentiates coaching as an approach from other forms of established organizational development and management practice commonly used when working with a transformational change agenda. The authors suggest that coaching can be seen as a useful approach to managing a rapidly and vast changing workforce and that coaching adopts a holistic approach to management and organizational development and that some important characteristics can be identified that differentiate it from other forms of management.

Hartmann, Rutherford, Feinberg and Anderson (2014) examined the relationship between willingness to mentor, work attitude and the mentoring support. The results show that individual directed organizational citizenship behaviour and the

willingness to mentor may not share many antecedents. The factor willingness to mentor is a strong predictor of mentors providing their prodigies with psychological and role modelling support.

Reviews on mentoring and coaching reveals that a formal mentoring program enhances the motivation, job performance of mentees, reduces their turnover intention, enhances their engagement with the job and organization. The success on mentoring program lies in the long term relationship or partnership between a more junior and senior employee. On the other hand the problems in mentoring and coaching are the lack of organizational support, lack of understanding of the concepts and poor skills. Though mentoring is applicable for managerial position, in the current competitive scenario mentoring and coaching are emphasized by employees as well and over a period of time mentoring culture and mentoring structure creates standards and best practices.

Working Environment: Reviews in this section elucidate the need for conducive work environment in organizations and its impact on engagement. The exit interview analysis pointed to present work environment and organizational culture as a major reason for employee attrition in BPO/ITeS employees. Many studies discussed job resources available in the workplace as work environment.

Luthans *et al.* (2008) proposed that engaged workers possess personal resources, including optimism, self-efficacy, self-esteem, resilience, and an active coping style, that help them to control and impact upon their work environment successfully, and to achieve career success. Burke (1988) established that lack of job resources has been associated with managerial stress. Ryan & Deci, (2000); Ryan and Frederick (1997) argued that motivational role of job resources might be explained by the effort-recovery approach. According to this approach, work environments that offer abundant resources foster the willingness of employees to dedicate their efforts and abilities to the work task. In such environments, it is likely that the task will be completed successfully and that the work goal will be attained. Similarly, self-determination theory postulated that job resources fulfil basic human needs, such as the needs for autonomy, relatedness, and competence.

Xanthopoulou, Bakker, Demerouti and Schaufeli (2009) examined how within-person variations in job and personal resources fuel daily work engagement and consequently have an impact on an organization's financial performance. The results show that autonomy, coaching and team climate related with work engagement on the other hand. The study also found that there is a link between job resources, work engagement, and financial returns.

Chandrasekar (2011) argued that the workplace environment impacts employee morale, productivity and engagement - both positively and negatively. A poor work environment include "poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in

fire emergencies and lack of personal protective equipment". Poor work environment creates occupational diseases and thereby affect the employee performance. A good work environment can affect the level of motivation of employees and may lead to performance. The level of employee's engagement will reduce error rate, absenteeism and will lead to collaboration and high level of innovation. It also leads to longer stay of the employees.

It could be consolidated from the reviews that a safety and conducive work environment promotes engagement. On the other hand, burnout, lack of job resources and job demands has a positive influence on turnover intention of employees. A stressful and high demanding work environment hampers engagement of the employees. Highly engaged employees articulate their values, attributes and distinctive elements of the work environment and send powerful messages about the organization's aspirations and about the skills, stamina, and commitment employees will need in order to succeed in these organizations. Finally a resourceful work environment fosters the willingness to dedicate one's efforts and abilities to the work task, enhances employee morale, productivity and engagement.

Rewards and Recognition: Reviews in this section emphasize the need for a reward system in organizations and the influence of rewards on the engagement of employees.

Bartlomiejczuk (2015) argued that employee engagement is the major concern of the organisations recently and reward and staffing strategies are the critical components. The reward and recognition can affect significantly the organisational outcomes such as the loyalty, productivity, profitability and retention of employees. Employee recognition positively related to employee engagement and the results suggest that 41% of variation in employee engagement is complimented to the strength of recognition of employees.

Benazir (2015) explored the impact of rewards on employee engagement in conventional banking sectors in Southern Punjab. Results reveal that employee engagement can be influenced by leadership, reward practices and the reputation of the company. Satisfaction of the employees also influences the productivity and loyalty on the organisation. The data is collected from 50 employees from 5 banks selected from conventional banking sector that is located in southern Punjab. The results show that reward and recognition have a positive impact on employee engagement. Reward and recognition can also have an impact on organizational commitment and can motivate the employees and they can go beyond the support and accomplish goals.

Koskey and Sakataka (2015) reported that reward system is different like monetary and non-monetary, physical or psychological, tangible or non-tangible and recognise them for the productive work they executed. The data is collected using questionnaires that are both quantitative and qualitative. There are several

factors that contribute to employee engagement and their commitment at the place of work but the impact of the factors varies on the strength and appeal to workers. Health Benefits, promotional opportunities and free interaction of colleagues strongly contribute to the employee engagement.

Mesepy (2016) examined the impact of salary and reward on the performance of the employees in PT. Bank Sulutgo Manado. A well-planned incentive program can provide optimal motivation and drive the employees towards the organization's goals. The reward system also helps the organisations to hold on to good employees and reduce turnover.

A fair, transparent, timely and just reward system comprising of monetary and non-monetary rewards and recognition to employees for the work accomplished enhances the engagement of employees and also their commitment levels. Employees place greater emphasis to the role of non-financial rewards in terms of employee engagement and different groups of employees have different attitude towards judging the role of rewards in employee engagement. Reward and recognition creates a more sense of belongingness, motivates employee's to stay longer, enhances loyalty, improves productivity and profitability motivates them to perform better, act responsibly and advocate their company's value.

Organisational Culture and Climate: Reviews in this section stress the need for an encouraging organizational culture and climate for the mutual benefit of the employees and organization.

Carmeli (2005) discussed the effect of a multi-dimensional organizational culture on the employees' withdrawal intentions and behavior. The study provides with a better understanding of organizational context and its influence in the augmentation of multiple withdrawal intentions amongst social service employees. Employee's withdrawal intention is highly related to workplace innovation and the magnitude of challenging jobs given to them.

Panuwatwanich, Stewart and Mohamed (2008) discussed about the relation between climate for innovation and its role in determining outcome or productivity. The research is conducted in construction industry where even though the change is a slow process, innovation is required to gain a competitive advantage. Three main constructs discussed in the research, which results in business performance, are leadership for innovation, organization culture, and team climate. The social psychological constructs leadership and team climate do not directly influence on the outcomes of innovation but does affect indirectly through organization culture.

Singh and Selvarajan (2013) extensively studied on the ever-existing notion of organizational diversity climate as a reflection of organizational ethics. It examines the relationship between organizational and community diversity climates in impacting employees' intent to stay with their organization which covers the neglected dimension of healthy employee relations. Employees feel more

comfortable in an ethnically diverse work environment when the culture provides them an opportunity to maintain healthy relations. It also shows that there is much more than compensation that holds an employee's interest in the organization.

It could be consolidated from the reviews that a perceived positive Organizational Culture and Climate enhances employee innovation and creativity, engagement and reduces their turnover intention. Employees tend to stay in the organization if the existing culture provides them with a healthy working climate and induces perpetual learning for personal and interpersonal growth and development. Further reviews bring to light that employees feel more comfortable in an ethnically diverse work environment when the culture provides them an opportunity to maintain healthy relations with their peers.

Compensation: Reviews in this section portray the need for commensurate compensation in organizations and the benefits of compensation at the work place.

Vance (2006) observed that the secure job and fair compensation is provided by the organization in exchange for the commitment and engagement of the employees. Compensation is a HR practice that can powerfully influence the employee engagement. Some compensation can stimulate the commitment whereas some stimulate engagement but it is better to foster both with good compensation strategies. The incentive pay that includes annual bonuses, merit raises and sales commissions can directly influence the productivity of the employees. The incentive pays can be tied to team performances, organization wide results through profit sharing. The skill based pay is also becoming popular as it can also increase the engagement of the employees. The retirement plans is also becoming a popular compensation package as it can encourage long term commitment to the company but it usually depends on the number of years employed.

Nawab and Bhatti (2011) studied the impact of compensation on employee satisfaction and the organizational commitment among the teachers in Pakistani University. The improvement of organizational commitment is important as it will raise the commitment and the retention of the employees leading them to perform better. The satisfaction level among the employees can be enhanced by the organization by identifying the impact of employee compensation in educational sector. The results showed a positive relationship between compensation and job satisfaction and also show that the outcomes of employee compensation are gaining popularity day-by-day. It is also observed that the affective commitment of the faculty members is minimum but normative and continuous commitment is strongly related with the financial compensation and the non-financial compensation has a strong impact on affective commitment on the employees.

Gupta and Shaw (2014) argued that compensation is problematic as it is one of the major influences on the effectiveness and the quality of the workforce and their

motivation and performance level of the workforce like creativity and innovation for the improvement of the organization. Compensation also influences the quality of the people who apply for the job and the likelihood of the job acceptance as compensation has powerful incentive and sorting effects. Compensation also has an impact on the attitude and behaviour of the employees.

Reviews reiterate that when organizations provide a secure job and fair compensation, the commitment and engagement of the employees increases. It also helps in reducing the turnover intentions of the employees. It could also be inferred that compensation is crucial as it is one of the major influences on the effectiveness and the quality of the workforce and their motivation and performance level of the workforce like creativity and innovation for the improvement of the organization.

OBJECTIVES OF THE STUDY

The objectives of the study are

- ▶ To identify the Employee Engagement level of associates in the IT and ITeS company
- ▶ To investigate the influence of the factors influencing Employee Engagement on Employee Engagement

METHODOLOGY

The research takes a descriptive case study approach in which information is collected without manipulating or changing the environment but focusing on a narrow phenomenon in one organisation. Case study research method “is an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used” (Yin, 1984, p. 23). Case study research method is suitable for complex issues that can add evidence to an already known concepts and theories. Since this study has more number of variables, it will be for a multiple company survey because of the permission from the IT and ITeS companies. Due to security reasons access to employees in IT and ITeS companies are restricted. Depending on the nature of the variable, whether it is organisational or individual, the results of a single study can be generalized to the similar profession. Also the generalisation of results from one organisation is possible if the organization selected is a true representative of the entire industry.

Descriptive studies can demonstrate the associations or relationships between the factors of the study. To understand the various organisational factors that impacts the employees, the study is conducted at one point of time or as a cross sectional study through a survey in which a questionnaire is used to collect the required information.

Table 1: Basic Research Design

Purpose of study	Descriptive and Hypotheses testing
Type of investigation	Causal study
Study Setting	Survey
Unit of analysis	Employees of business process organisation
Time Horizon	Cross sectional
Scope of the study	A single case study

Brinda Dasgupta (2015) reported that the company taken for this research currently has over 26,000 associates in the country and plans to recruit 3,200 associates in India this year, out of 12,000 globally. According to the managing director of the business process unit of the firm, among the new recruits approximately 2,000-2,500 of them are for Bangalore and Coimbatore offices, adding to the current number of 17,000. Therefore, the population for the study is all the employees working in business process in Bangalore and Coimbatore offices. There are approximately 17,000 employees as on 2015, considering both the locations.

The organisation has various levels such as L50, L51, L52, L53, L54, L55, L56, L57, L58, L59 and L60. List of employees from each level is used as the sampling framework from which the sample for the study is picked.

The sample size for the study is determined using the Cochran sample size formula with finite population correction. By assuming $Z = 1.96$, $e = 0.05$, $P = 0.5$ and for a population of 12,000, the sample size is calculated as 373. However, considering around 9 to 10 levels of management structure, the sample size from each level will become smaller if only 373 samples are considered. Therefore, a sample size of 10% of the population is considered for the study, which will make around 1200 samples. From each business unit (Coimbatore and Bangalore Location) the number of respondents in each Level is identified and 10% of the employees from each level are selected at random by generating random numbers and the respondents are then approached for data collection.

The operational definition of the variables used for the study are presented in table 2.

Table 2: Operational Definitions of the Variables of the Study

Construct	Operational Definition	Author (Year)	No. of Items	Actual items in Literature Review
Job Content (JC)	Job content is the perception of the work context in business process and associates own individual contribution for the outcome expected	Moncarz, Zhao, and Kay (2009)	9	7
Peers Cooperation (PC)	Peers Cooperation is the cooperation expected from the team members working in the respective departments	Palmer and Gignac (2012)	7	3

Construct	Operational Definition	Author (Year)	No. of Items	Actual items in Literature Review
Career Growth Prospects (CG)	Career Growth Prospects refers to the growth associates progress in business process	Weer (2006)	9	11
Performance Review and Development (PRD)	Performance Review and Development is about the review system followed in business process to assess the individual performance and for the development of the associate	Hornsby <i>et al</i> (2002), Montes <i>et al</i> (2004), Rogg <i>et al</i> (2001), Schwepker and Charles (2001)	8	10
Leadership Style (LS)	Leadership Style is the style of the manager in providing direction, implementing plans and motivating the people in the departments	Palmer and Gignac (2012)	10	3
Mentoring and Coaching (MC)	Mentoring and Coaching is the facilitation given by the Mentor and seniors in the department by providing training and coaching	Moncarz, Zhao, and Kay (2009)	7	7
Working Environment (WE)	Working environment pertains to a place of employment and involves physical geographical location and immediate surroundings of the workplace	Hornsby <i>et al</i> (2002), Montes <i>et al</i> (2004), Rogg <i>et al</i> (2001), Schwepker and Charles (2001)	8	9
Rewards and Recognition (RR)	Rewards and Recognition is the motivating factor for associates achievement in terms of rewards in monetary or non monetary ways and recognition for the work done	Hornsby <i>et al</i> (2002), Montes <i>et al</i> (2004), Rogg <i>et al</i> (2001), Schwepker and Charles(2001)	8	7
Organizational Culture and Climate (OCC)	Organizational Culture and Climate is the pattern or practices followed in business process	Govaerts and Kyndt, Dochy, Baert (2011) and Moncarz, Zhao, and Kay (2009)	10	9
Compensation (C)	Compensation is the salary paid for associates for the work delivered by them	Hornsby <i>et al</i> (2002), Montes <i>et al</i> (2004), Rogg <i>et al</i> (2001), Schwepker and Charles(2001)	6	6
Employee Engagement (EE)	To measure the employee engagement at work area in business process	Gallup Study (2010)	12	12

The validation of the questionnaire item is done in stages. The item pool is generated based on the measures mentioned in the table 2, from literature reviews and questions specific with respect to the practices adopted in the chosen organization. Later the item pool is validated for the face/content from experts. This stage checks the relevance of the items to the context in which the measure will be used. Subject experts with research expertise are approached for evaluating the questionnaire. The present study ensures content validity using three practitioners and two academicians as panel members. The members provide comments about the clarity of the questions and language and words used in the questionnaire. The panel felt that some of the questions are difficult to be comprehended by employees in the

Indian context and hence suggested rewording of 4 questions making them clearer and restructured the layout. The question “Employees are continually challenged in the current role” under the construct Career Growth Prospects is reworded as “There is an opportunity to widen the scope of the current job or role in the future”. The question “Are individual employees rewarded/recognized for meeting customer-quality assurance goals?” under the construct Rewards and Recognition is reworded as “We have been given special rewards for meeting customer – quality assurance goals”. The question “Supervisor tries to understand subordinate’s point of view when discusses problems or projects” under the construct Leadership Style is reworded as “My Manager understands the job-related problems and helps me to solve it”. Finally the question “Does your establishment provide job enrichment opportunities for employees?” under the construct Job Content is reworded as “I think my job has several challenging responsibilities”.

At the next level, a measurement scale is added to the items. At the next level, a pilot test is done with fifty respondents. The data collected are statistically tested. The distribution of every item is analysed and checked if any further adjustment is required. The instrument is finalised for the survey.

Reliability of the instrument is ensured after ensuring the content validity of the constructs, sequence of the questions in each construct and the inference of the questions through literature review and expert opinion. The reliability is tested using the cronbach alpha. The results are presented in Table 3.

Table 3: Reliability of the Measures

Construct	Cronbach's Alpha	No. of Items	If item Deleted	Cronbach's Alpha
Job Content	0.904	9		
Peers Cooperation	0.908	7		
Career Growth Prospects	0.913	9		
Performance Review and Development	0.921	8		
Leadership Style	0.958	10		
Mentoring and Coaching	0.898	7	MC7	0.902
Working Environment	0.921	8		
Rewards and Recognition	0.908	8		
Organizational Culture and Climate	0.888	10	OCC9	0.911
Compensation	0.882	6		
Employee Engagement	0.928	12		

Analysing the results it is found that the Cronbach Alpha values for all the constructs are above the threshold value of 0.7 (Nunnally, 1978). Compensation with 6 items has an alpha value of 0.882, which is the lowest of all the constructs. Leadership Style with 10 items has an alpha value of 0.958 which is the highest of all the constructs. Job Content (9 items, 0.904 alpha), Peer Cooperation (7 items, 0.908 alpha), Career Growth Prospects (9 items, 0.913 alpha), Performance Review and Development (8 items, 0.921 alpha), Working Environment (8 items, 0.921

alpha), Rewards and Recognition (8 items, 0.908 alpha), and Employee Engagement (12 items, 0.928 alpha) shows a maximum alpha with all the items used for the study. Mentoring and Coaching has alpha value of 0.898 when all items (7) are included. Alpha value improves to 0.902 when the item MC7 is removed. Since the overall alpha value is above 0.7, all the items are retained and none is dropped. Organizational Culture and Climate has an alpha value of 0.888 when all items (10) are included. Alpha value improves to 0.911 when the item OCC9 is removed. Since the overall alpha value is above 0.7, all the items are retained and none is dropped.

The timing for the survey is phased out covering each department of the company in both the locations Coimbatore and Bangalore. There are around 5000 employees in Coimbatore and 7000 employees in Bangalore location. Respondents are identified by systematic random sampling. From each business unit (Coimbatore and Bangalore Location) the number of respondents in each Level is identified and 10% of the employees from each level are selected at random by generating random numbers and the instrument is distributed to them requesting them to complete the survey. Questionnaires were distributed to 1200 respondents (500 in Coimbatore and 700 in Bangalore). Due to various reasons, like absence, denial and work load only 823 responses could be collected. Around nine responses were found to part of the questionnaire not be completed due to interruption during the work. Another 27 responses were found to have a few questions to larger portion like a complete section of the questionnaire being unanswered. Rejecting the incomplete responses a final tally of 787 responses were found suitable for data analysis, yielding a response rate of 65.58% (Table 4). Data is collected during the period August 2014 to June 2015.

Table 4: Response Rate

Location	No of respondents contacted	Valid Responses	Response rate
Bangalore	700	430	61.4%
Coimbatore	500	357	71.4%
Total	1200	787	65.58%

Tools used for analysis: Percentage analysis portrays the demographic profile of the respondents. Descriptive Statistics helps to gain insight on the perceived level of importance of the factors that influences employee engagement. Correlation analysis measures the association between the factors influencing Employee Engagement and Employee Engagement. Regression Analysis is used to identify the factors that influence Employee Engagement. Regression for sub-groups is performed to identify the extent to which factors influencing Employee Engagement has a significant influence on Employee Engagement with regard to the sub factors of the demographic profile of the respondents namely Level, Gender, Age and Marital Status and Experience.

DATA ANALYSIS AND DISCUSSION

In this section, analysis is carried out in line with the objectives of the study and presented.

Demographic profile of the respondents: Table 5 presents the descriptive statistics of the demographic characteristics.

Table 5: Demographic Details

	Description	No. of Respondents	Percent
Gender	Male	563	71.5
	Female	224	28.5
Age(Years)	Below 25	120	15.2
	25-30	341	43.3
	30-40	276	35.1
	40-50	50	6.4
Education	UG Engineering	406	51.6
	PG Engineering	140	17.8
	MSC	27	3.4
	MCA	45	5.7
	MBA	154	19.6
	MCom	3	.4
	MPhil	3	.4
Marital Status	Married	385	48.9
	Unmarried	402	51.1
Level	L50	240	30.5
	L51	238	30.2
	L52	177	22.5
	L53	81	10.3
	L54	18	2.3
	L55	15	1.9
	L56	15	1.9
Experience (Years)	L57	3	.4
	Less than 1 Year	131	16.6
	1 to 3	204	25.9
	3 to 5	211	26.8
	5 to 10	202	25.7
	10 to 15	27	3.4
Location	15 to 20	9	1.1
	Above 20	3	.4
Location	Bangalore	430	54.6
	Coimbatore	357	45.4

From the gender distribution statistics, it can be understood that 71.5 percent of the respondents are male and 28.5 percent were female. Majority of the respondents are male. The number of respondents from each age group can be analysed as follows. 15.2% of the respondents belong to the age group below 25 years and

43.3% of the respondents belong to the age range of 25 to 30 years. 35.1% and 6.4% of the respondents belong to the age range of 30-40 years and 40-50 years respectively. From the table, it can be analysed that majority of the respondents are in the age range of 25-30 years.

Table 5 further shows the educational background of the respondents. 406 (51.6%) hold an Undergraduate degree in Engineering and 140 (17.8%) of the respondents hold a Postgraduate degree in Engineering. In addition to the above, there are 27 (3.4%) respondents holding MSc degree and there are 45 (5.7%) respondents with an MCA degree. Further, there are 154 (19.6%) respondents with an MBA degree. The table also shows that MCom, MPhil and MA degrees are held by 3 (0.4%) of the respondents each. From Table 5, it can be understood that majority of the respondents hold an undergraduate degree in Engineering.

On the marital status of the respondents, it is observed that 48.9% of the respondents are married and 51.1% of the respondents are unmarried. This shows that there are equal numbers of respondents who are married or unmarried.

The management level of the respondents can be observed from Table 5 as follows: There are 240 (30.5%) respondents from L50, 238 (30.2%) respondents from L51 and 177 (22.5%) respondents from L52. There are 81 (10.3%) respondents from L53, 18 (2.3%) and 15 (1.9%) respondents from L54 and L55 respectively. There are 15 (1.9%) respondents from L56 and 3 (0.4%) respondents from L57. It can therefore be analysed that majority of the respondents are in the L50 level.

Analysing the experience of the respondents, it can be seen that there are 131 (16.6%) respondents with less than 1 year and 204 (25.9%) respondents with 1 to 3 years of experience. Further there are 211 (26.8%), 202 (25.7%) and 27 (3.4) respondents with 3 to 5 years, 5 to 10 Years and 10 to 15 years of experience respectively. There are also 9 (1.1%) respondents with 15 to 20 years and 3 (0.4%) respondents with above 20 years of experience. It can therefore be analysed that majority of the respondents have an experience of 3 to 5 years.

Analysis of the location of the respondents shows that 54.6% of the respondents are from Bangalore location and 45.4% are from Coimbatore Location. The study includes almost equal representation of respondents from both the locations.

Descriptive statistics: Table 6 presents the descriptive statistics of the test variables. The results are consolidated at the construct level.

Table 6: Descriptive Statistics

Study Variables	N	Mean	Std. Deviation
Job Content	787	3.359	0.726
Peers Cooperation	787	3.402	0.796
Career Growth Prospects	787	2.945	0.765

Study Variables	N	Mean	Std. Deviation
Performance Review and Development	787	3.122	0.820
Leadership Style	787	3.207	0.945
Mentoring and Coaching	787	3.136	0.770
Working Environment	787	3.325	0.804
Rewards and Recognitions	787	2.982	0.777
Organizational Culture and Climate	787	3.053	0.725
Compensation	787	2.817	0.823
Employee Engagement	787	3.302	0.779

Table 6 displays the descriptive statistics of the study variables. The mean value for all the factors ranges from 2.817 to 3.402. This range of the mean values when analysed on a 5 point Likert scale indicates that there are more respondents favouring these factors on employee engagement in the organization. The lowest mean value is found for Compensation (2.817), which is less than the mid value 3 on a scale of 5 shows that majority of the respondents disagree with the compensation items. Career Growth Prospects (2.945) and Rewards and Recognition (2.982) are close to the value 3 which is the mid value on a scale of 5. These variables are neither agreed or disagreed and are neutral. Organisational Culture and Climate (3.053) is also found to be only little above the mid value. This is also considered to be neutral. Job Content (3.359), Performance Review and Development (3.122), Leadership Style (3.207), Mentoring and Coaching (3.136), Working Environment (3.325), and Employee Engagement (3.302) are above the mid value 3, which shows that there is an agreement on these concepts among the respondents. Peers Cooperation (3.402) has the highest agreement among the respondents. The standard deviation of all the factors varies from 0.725 to 0.945 indicating that there is no vast variation between the various factors.

Peers cooperation has the high mean value, this could be due to the reason that majority of the respondents are Gen Y and they *get along* well with their colleagues both within and outside the organization. Job content has scored the next high mean value and this could be due to the challenging work in the organization which is looked upon by Gen Y employees. Further employees have been encouraged to implement the ideas/suggestions which led to innovations. The organization takes care in providing the required amenities and the preached values are practiced at all levels which are providing a better working environment. Further, employees feel proud working for the organization which is the reason for the better bonded engagement level.

The next section discusses the association among the factors Employee Engagement and Contribution to Innovation and the extent of influence of the factors on Employee Engagement and Contribution to Innovation.

Association of factors on Employee Engagement: Table 7 presents the correlation results among the study factors and Employee Engagement.

Table 7: Correlation Analysis – Association of Factors on Employee Engagement

Factors	Employee Engagement	
	Correlation Coefficient	Ranking
Job Content	0.677**	6
Peers Cooperation	0.757**	2
Career Growth Prospects	0.668**	8
Performance Review and Development	0.669**	7
Leadership Style	0.681**	5
Mentoring and Coaching	0.703**	4
Working Environment	0.728**	3
Rewards and Recognition	0.638**	9
Organization Culture and Climate	0.759**	1
Compensation	0.485**	10

** Correlation Significant at 1%

Table 7 reveals the correlation results among the study factors and employee engagement. Highest correlation exists between employee engagement and organization culture and climate ($r = 0.759$); Peers cooperation ($r = 0.757$); Working environment ($r = 0.728$); Mentoring and coaching ($r = 0.703$). The reasons for high correlation could be attributed to the ownership that employees have towards the work, strong bonding among the colleagues, upholding the value system of the organization and the need based trainings provided to the employees. These factors have led to the high association between the variables organization culture and climate, peers cooperation, working environment, and mentoring and coaching and employee engagement.

Moderate correlation exists among employee engagement and leadership Style ($r = 0.681$); Job Content ($r = 0.677$); Performance review and development ($r = 0.669$); Career growth prospects ($r = 0.668$) and Rewards and recognition ($r = 0.638$). The reasons for moderate correlation could be the trust level that needs to be looked upon between the leader and the subordinate, lack of clarity on the set goals, on time recognition is not provided for the good work accomplished by the employees. Low correlation exists between employee engagement and compensation ($r = 0.485$), which is also one of the reasons for employees leaving the organization. All correlations are significant at 1% level of significance.

Influence of Factors on Employee Engagement: To explore the perceived level of importance of the factors that influences the level of employee engagement, a hierarchical regression analysis is done. Employee engagement is considered as the dependent variable and all the study factors are considered as independent

variables. The variables are entered one by one into the model. Significant variables are retained and insignificant variables are dropped in each step. R-square, known as coefficient of determination and represents the proportion of variance accounted for in the dependent variable by the predictor variables. The model with highest R-square is chosen as the final model.

Table 8: Regression Analysis - Model Summary

Model		R	R Square	Adjusted R Square	F	Sig.
1	OCC	.759	.577	.576	1068.964	.000
2	OCC, PC	.843	.710	.709	959.606	.000
3	OCC, PC, JC	.857	.735	.734	724.652	.000
4	OCC, PC, JC, MC	.863	.745	.744	572.377	.000
5	OCC, PC, JC, MC, LS	.868	.753	.751	475.921	.000
6	OCC, PC, JC, MC, LS, WE	.871	.758	.756	407.333	.000
7	OCC, PC, JC, MC, LS, WE, C	.872	.760	.757	351.480	.000

Table 8 presents the R-square value of each step of the model. In addition, Table 8 also shows the model significance in terms of F value and its P value. Out of seven models tested the final model with organisational culture and climate, peer cooperation, job content, mentoring and coaching, leadership style, working environment and compensation predict the employee engagement and has the highest R-square value (0.760) and is significant at $P < 0.001$ level ($F = 351.48$, $P = 0.000$) and the adjusted R-square value is 75.7%. This is an indication that 75.7% of variance of employee engagement is explained by these factors. Career growth prospects, performance review and development, and rewards and recognitions are found to have no significant influence on employee engagement.

Table 9 presents the regression coefficient of the regression models. The table presents the unstandardised (B) regression weights, standardised regression weights (β) and their t statistics and probability.

Table 9: Regression Analysis - Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.807	.078		10.291	.000
	OCC	.817	.025	.759	32.695	.000
2	(Constant)	.203	.072		2.809	.005
	OCC	.507	.026	.471	19.228	.000
	PC	.456	.024	.465	18.989	.000
3	(Constant)	-.049	.075		-.656	.512
	OCC	.393	.028	.365	13.789	.000
	PC	.405	.024	.413	17.077	.000
	JC	.231	.027	.215	8.637	.000

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
4	(Constant)	-.100	.074		-1.345	.179
	OCC	.324	.031	.301	10.596	.000
	PC	.357	.025	.365	14.441	.000
	JC	.213	.026	.198	8.080	.000
	MC	.153	.027	.152	5.598	.000
5	(Constant)	-.054	.074		-.738	.461
	OCC	.287	.031	.267	9.240	.000
	PC	.342	.025	.349	13.873	.000
	JC	.157	.028	.146	5.523	.000
	MC	.142	.027	.140	5.217	.000
	LS	.108	.022	.131	4.867	.000
6	(Constant)	-.068	.073		-.936	.349
	OCC	.219	.035	.203	6.254	.000
	PC	.322	.025	.329	12.980	.000
	JC	.140	.028	.130	4.920	.000
	MC	.115	.028	.114	4.170	.000
	LS	.115	.022	.139	5.206	.000
	WE	.122	.030	.126	4.082	.000
7	(Constant)	-.101	.074		-1.359	.174
	OCC	.198	.036	.184	5.451	.000
	PC	.332	.025	.339	13.190	.000
	JC	.137	.028	.127	4.802	.000
	MC	.106	.028	.105	3.821	.000
	LS	.110	.022	.133	4.962	.000
	WE	.120	.030	.123	4.005	.000
	C	.046	.021	.048	2.172	.030

Model 7 reveals that independent variable peers cooperation ($\beta = 0.339$ positive, $t = 13.190$ positive, $p < 0.000$) has the highest influence of 0.339 on the dependent variable employee engagement, followed by Organizational culture and climate ($\beta = 0.184$ positive, $t = 5.451$ positive, $p < 0.000$), Leadership style ($\beta = 0.133$ positive, $t = 4.962$ positive, $p < 0.000$), Job content ($\beta = 0.127$ positive, $t = 4.802$ positive, $p < 0.000$), Working environment ($\beta = 0.123$ positive, $t = 4.005$ positive, $p < 0.000$), Mentoring and coaching ($\beta = 0.105$ positive, $t = 3.821$ positive, $p < 0.000$) and Compensation ($\beta = 0.048$ positive, $t = 2.172$ positive, $p < 0.030$).

Estimated Employee Engagement = $-0.101 + 0.198$ Organizational Culture and Climate + 0.332 Peers Cooperation + 0.137 Job Content + 0.106 Mentoring and Coaching + 0.110 Leadership Style + 0.120 Working Environment + 0.046 Compensation

Since the organization provides opportunities for challenging work, welcomes the suggestions and initiatives provided by the employees, provides opportunities for the employee to develop his/her personal talents, opportunities for job rotation and work is allocated based on the area of interest (Variable-Job Content); enhanced team spirit among the employees, less difference of opinions and resolving difference of opinions as and when it arises (Variable-Peers Cooperation); managers being a role model for the employees and treating employees with respect, and better understanding on the project related issues (Variable-Leadership Style); providing well defined and effective training programs with skilled trainers relevant to the work (Variable-Mentoring and Coaching); a caring and exciting work environment with work-life balance (Variable-Working Environment); allowing to take acceptable risks while trying new ideas (Variable-Organizational Culture and Climate); and differential pay between the good and bad performers (Variable-Compensation); the variables Job Content, Peers Cooperation, Leadership Style, Mentoring and Coaching, Working Environment, Organizational Culture and Climate and Compensation have been found to have a significant impact on Employee Engagement.

Surprisingly career growth prospects, performance review and development and rewards and recognition do not have a significant influence on employee engagement.

Regression for subgroups: Factors influencing Employee Engagement on Employee Engagement across varied demographic profile: Regression analysis reveals that among the ten factors; seven factors namely organisational culture and climate, peer cooperation, job content, mentoring and coaching, leadership style, working environment and compensation has a significant influence on employee engagement. It is unlikely that the Employee Engagement of the respondents of demographic profile namely age, gender, marital status, level and experience are not likely to be influenced to the same extent by the ten factors. Therefore, it is essential to identify the significant influence of the factors on employee engagement among respondents of the sub-groups of the demographic factors namely age, gender marital status, level and years of experience. Hence, regression for subgroups is carried out. This analysis helps to identify the factors that have a significant influence on employee engagement and the extent of influence among respondents of each of the subgroups of varied demographic profiles namely age, gender, marital status, level and years of experience.

The factors that have an influence on employee engagement is taken as independent variables and employee engagement as dependent variable and regression analysis is carried out using enter method for each subgroups of the demographic factors.

Table 10 gives the regression for subgroups among male and female respondents. From the Table 10, it is inferred that the adjusted R² value is 0.769 for the male respondents. This implies that 76.97% variability in Employee Engagement is being predicted by the independent variables. Among the ten factors considered only five factors namely Job content ($\beta = 0.146$; $p < 0.000$), Peers cooperation ($\beta = 0.373$; $p < 0.000$), Leadership style ($\beta = 0.154$; $p < 0.000$), Working environment ($\beta = 0.213$; $p < 0.000$), and Organization culture and climate ($\beta = 0.163$; $p < 0.000$), has a significant influence on employee engagement. Among the independent variables peers cooperation has the highest positive significant influence.

Table 10: Regression for Sub Groups – Factors Influencing Employee Engagement among Male and Female; Married and Unmarried Respondents

Factors	Male		Female		Married		Unmarried	
	Std β	Sig						
Constant		0.146		0.850		0.139		0.468
JC	0.146	0.000	0.017	0.729	0.049	0.216	0.191	0.000
PC	0.373	0.000	0.329	0.000	0.433	0.000	0.229	0.000
CG	0.035	0.383	0.110	0.047	0.123	0.011	-0.045	0.309
PRD	-0.023	0.539	0.094	0.129	-0.080	0.069	0.111	0.022
LS	0.154	0.000	0.040	0.541	0.147	0.000	0.093	0.048
MC	0.006	0.859	0.346	0.000	-0.005	0.900	0.168	0.000
WE	0.213	0.000	-0.206	0.002	0.205	0.000	0.087	0.041
RR	-0.042	0.235	-0.045	0.445	-0.088	0.061	-0.054	0.186
OCC	0.163	0.000	0.316	0.000	0.217	0.000	0.226	0.000
C	0.049	0.069	0.016	0.719	0.080	0.019	0.037	0.239
R ²	0.774		0.790		0.757		0.787	
Adjusted R ²	0.769		0.780		0.751		0.782	

Table 10 reveals that the adjusted R² value is 0.780 for the female respondents. This implies that 78% variability in employee engagement is being predicted by the independent variables. Among the ten factors considered only five factors namely Peers cooperation ($\beta = 0.329$; $p < 0.000$), Career growth prospects ($\beta = 0.110$; $p = 0.047$), Mentoring and coaching ($\beta = 0.346$; $p < 0.000$), Working environment ($\beta = -0.206$; $p = 0.002$), and Organization culture and climate ($\beta = 0.316$; $p < 0.000$), has a significant influence on employee engagement. Among the independent variables mentoring and coaching has the highest positive significant influence. Working environment has a negative significant influence on employee engagement.

From Table 10, it is inferred that the adjusted R² value is 0.751 for the married respondents. This implies that 75.1% variability in Employee Engagement is being predicted by the independent variables. Among the ten factors considered six factors namely Peers cooperation ($\beta = 0.433$; $p < 0.000$), Career growth prospects ($\beta = 0.123$; $p = 0.011$), Leadership style ($\beta = 0.147$; $p < 0.000$), Working environment

($\beta = 0.205$; $p < 0.000$), Organization culture and climate ($\beta = 0.217$; $p < 0.000$), and Compensation ($\beta = 0.080$; $p = 0.019$), has a significant influence on employee engagement. Among the independent variables Peers Cooperation has the highest positive significant influence.

Table 10 reveals that the adjusted R^2 value is 0.782 for unmarried respondents. This implies that 78.2% variability in employee engagement is being predicted by the independent variables. Among the ten factors considered only seven factors namely Job content ($\beta = 0.191$; $p < 0.000$), Peers cooperation ($\beta = 0.229$; $p < 0.000$), Performance review and development ($\beta = 0.111$; $p = 0.022$), Leadership style ($\beta = 0.093$; $p = 0.048$), Mentoring and coaching ($\beta = 0.168$; $p < 0.000$), Working environment ($\beta = 0.087$; $p = 0.041$), and Organization culture and climate ($\beta = 0.226$; $p < 0.000$), has a significant influence on employee engagement. Among the independent variables, peers cooperation and organization culture and climate has high positive significant influence.

Next regression for sub-group analysis is performed among respondents of varied age groups. From Table 11, it is inferred that the adjusted R^2 value is 0.799 for the respondents who are below 25 years of age. This implies that 79.9% variability in employee engagement is being predicted by the independent variables. Among the ten factors considered only five namely Peers cooperation ($\beta = 0.361$; $p < 0.000$), Career growth prospects ($\beta = 0.323$; $p < 0.000$), Leadership style ($\beta = 0.185$; $p = 0.031$), Rewards and recognition ($\beta = -0.387$; $p < 0.000$), and Organization culture and climate ($\beta = 0.390$; $p < 0.000$), has a significant influence on employee engagement. Among the independent variables organization culture and climate has the highest positive significant influence, followed by peers cooperation and career growth prospects. Rewards and recognition has a negative significant influence on employee engagement.

Table 11 reveals that the adjusted R^2 value is 0.776 for respondents of the age group 25-30 years. This implies that 77.6% variability in employee engagement is being predicted by the independent variables. Among the ten factors considered only three factors namely, Peers cooperation ($\beta = 0.428$; $p < 0.000$), Working environment ($\beta = 0.227$; $p < 0.000$), and Organization culture and climate ($\beta = 0.175$; $p = 0.001$), has a significant influence on employee engagement. Among the independent variables, peers cooperation has the highest positive significant influence.

Table 11: Regression for Sub Groups – Factors Influencing Employee Engagement among Respondents of Varied Age Groups

Factors	Below 25 years		25-30 years		30-40 years		40- 50 years	
	Std β	Sig	Std β	Sig	Std β	Sig	Std β	Sig
Constant		0.800		0.824		0.033		0.013
JC	0.036	0.636	0.036	0.391	0.198	0.000	-0.158	0.094
PC	0.361	0.000	0.428	0.000	0.261	0.000	0.054	0.517

CG	0.323	0.000	0.052	0.339	-0.127	0.016	0.116	0.479
PRD	0.069	0.373	0.001	0.978	-0.034	0.559	0.153	0.090
LS	0.185	0.031	0.011	0.812	0.272	0.000	0.837	0.000
MC	0.029	0.677	-0.009	0.844	0.157	0.000	-0.330	0.022
WE	0.083	0.378	0.227	0.000	0.125	0.010	0.531	0.002
RR	-0.387	0.000	0.082	0.087	-0.059	0.208	-0.308	0.000
OCC	0.390	0.000	0.175	0.001	0.198	0.001	0.029	0.744
C	-0.040	0.616	0.037	0.267	0.101	0.012	0.065	0.234
R ²	0.816		0.783		0.759		0.964	
Adjusted R ²	0.799		0.776		0.75		0.954	

Table 11 reveals that the adjusted R² value is 0.75 for respondents of the age group 30-40 years. This implies that 75% variability in employee engagement is being predicted by the independent variables. Among the ten factors considered eight factors namely, Job content ($\beta = 0.198$; $p < 0.000$), Peers cooperation ($\beta = 0.261$; $p < 0.000$), Career growth prospects ($\beta = -0.127$; $p = 0.016$), Leadership style ($\beta = 0.272$; $p < 0.000$), Mentoring and coaching ($\beta = 0.157$; $p < 0.000$), Working environment ($\beta = 0.125$; $p = 0.010$), Organization culture and climate ($\beta = 0.198$; $p = 0.001$), and Compensation ($\beta = 0.101$; $p = 0.012$) has a significant influence on Employee Engagement. Among the independent variables Peers Cooperation and Leader Style has high positive significant influence. Career Growth Prospects has a negative significant influence on Employee Engagement.

Table 11 reveals that the adjusted R² value is 0.954 for respondents of the age group 40-50 years. This implies that 95.4% variability in employee engagement is being predicted by the independent variables. Among the ten factors considered only four factors namely, Leadership style ($\beta = 0.837$; $p < 0.000$), Mentoring and coaching ($\beta = -0.330$; $p = 0.022$), Working environment ($\beta = 0.531$; $p = 0.002$), and Rewards and recognition ($\beta = -0.308$; $p < 0.000$) has a significant influence on employee engagement. Among the independent variables, leader style has the highest positive significant influence. Mentoring and coaching, and Rewards and recognition has negative significant influence on employee engagement.

Next regression for sub-group analysis is performed among respondents of varied levels.

Table 12: Regression for Sub Groups – Factors Influencing Employee Engagement among Respondents of Varied Levels

Factors	L50		L51		L52		L53	
	Std β	Sig						
Constant		0.558		0.173		0.124		0.697
JC	0.077	0.144	0.095	0.049	0.001	0.994	0.286	0.002
PC	0.487	0.000	0.290	0.000	0.242	0.000	0.235	0.008

CG	0.103	0.085	-0.070	0.238	0.155	0.035	-0.277	0.007
PRD	-0.131	0.018	0.317	0.000	-0.337	0.000	0.307	0.004
LS	0.053	0.356	-0.071	0.147	0.547	0.000	0.123	0.154
MC	0.139	0.016	0.032	0.499	0.193	0.002	0.145	0.086
WE	0.043	0.448	0.176	0.007	0.219	0.000	0.100	0.284
RR	-0.005	0.936	-0.166	0.002	0.093	0.112	0.107	0.243
OCC	0.249	0.000	0.363	0.000	-0.084	0.253	0.158	0.234
C	0.034	0.478	0.062	0.093	0.176	0.000	-0.128	0.085
R ²	0.762		0.829		0.711		0.851	
Adjusted R ²	0.751		0.822		0.694		0.829	

Table 12 reveals that the adjusted R² value is 0.751 for respondents of the Level L50. This implies that 75.1% variability in employee engagement is being predicted by the independent variables. Among the ten factors considered only four factors namely, Peer cooperation ($\beta = 0.487$; $p < 0.000$), Performance review and development ($\beta = -0.131$; $p = 0.018$), Mentoring and coaching ($\beta = 0.139$; $p = 0.016$), and Organization culture and climate ($\beta = 0.249$; $p < 0.000$) has a significant influence on employee engagement. Among the independent variables, Peers cooperation has the highest positive significant influence. Performance review and development has a negative significant influence on employee engagement.

Table 12 reveals that the adjusted R² value is 0.822 for respondents of the Level L51. This implies that 82.2% variability in employee engagement is being predicted by the independent variables. Among the ten factors considered six four factors namely, Job content ($\beta = 0.095$; $p = 0.049$), Peers cooperation ($\beta = 0.290$; $p < 0.000$), Performance review and development ($\beta = 0.317$; $p < 0.000$), Working environment ($\beta = 0.176$; $p = 0.007$), Rewards and Recognition ($\beta = -0.166$; $p = 0.002$), and Organization culture and climate ($\beta = 0.363$; $p < 0.000$) has a significant influence on Employee Engagement. Among the independent variables, organization culture and climate has the highest positive significant influence. Rewards and recognition has a negative significant influence on Employee Engagement.

Table 12 reveals that the adjusted R² value is 0.694 for respondents of the Level L52. This implies that 69.4% variability in Employee Engagement is being predicted by the independent variables. Among the ten factors considered seven factors namely, Peers cooperation ($\beta = 0.242$; $p < 0.000$), Career growth prospects ($\beta = 0.155$; $p = 0.035$), Performance review and development ($\beta = -0.337$; $p < 0.000$), Leadership style ($\beta = 0.547$; $p < 0.000$), Mentoring and coaching ($\beta = 0.193$; $p = 0.002$), Working environment ($\beta = 0.219$; $p < 0.000$), and Compensation ($\beta = 0.176$; $p < 0.000$), has a significant influence on employee engagement. Among the independent variables, Leadership style has the highest positive significant influence and Performance review and development has a negative significant influence on employee engagement.

Table 12 reveals that the adjusted R² value is 0.829 for respondents of the Level L53. This implies that 82.9% variability in employee engagement is being predicted by the independent variables. Among the ten factors considered only four factors namely, Job content ($\beta = 0.286$; $p = 0.002$), Peers cooperation ($\beta = 0.235$; $p = 0.008$), Career growth prospects ($\beta = -0.277$; $p = 0.007$) and Performance review and development ($\beta = 0.307$; $p = 0.004$) has a significant influence on employee engagement. Among the independent variables, Performance review and development has the highest positive significant influence and career growth prospects have a negative significant influence on Employee Engagement.

Regression for sub-groups for levels L54, L55, L56 and L57 could not be executed due to less number of respondents in the above mentioned levels than the required optimum number.

Next Regression for sub-group analysis is performed among respondents of varied experience in the current organization.

Table 13 reveals that the adjusted R² value is 0.921 for respondents of with experience less than 1 year. This implies that 92.1% variability in employee engagement is being predicted by the independent variables. Among the ten factors considered only four factors namely, Peers cooperation ($\beta = 0.396$; $p < 0.000$), Leadership style ($\beta = 0.497$; $p < 0.000$), Mentoring and coaching ($\beta = -0.222$; $p = 0.001$) and Compensation ($\beta = 0.410$; $p < 0.000$) has a significant influence on employee engagement. Among the independent variables, Leadership style, compensation and peer cooperation has high positive significant influence and Mentoring and coaching has a negative significant influence on employee engagement.

Table 13 reveals that the adjusted R² value is 0.707 for respondents of with experience between 1 to 3 years. This implies that 70.7% variability in employee engagement is being predicted by the independent variables. Among the ten factors considered six factors namely, Peers cooperation ($\beta = 0.328$; $p < 0.000$), Career growth prospects ($\beta = 0.160$; $p = 0.010$), Mentoring and coaching ($\beta = 0.179$; $p = 0.001$), Working environment ($\beta = 0.195$; $p = 0.007$), Organization culture and climate ($\beta = 0.220$; $p = 0.006$), and Compensation ($\beta = -0.131$; $p = 0.012$) has a significant influence on employee engagement. Among the independent variables, Peer cooperation has high positive significant influence and Compensation has a negative significant influence on employee engagement.

Table 13: Regression for Sub Groups – Factors Influencing Employee Engagement among Respondents of Varied Experience

Factors	Less than 1 year		1 to 3 years		3 to 5 years		5 to 10 years	
	Std β	Sig	Std β	Sig	Std β	Sig	Std β	Sig
Constant		0.218		0.194		0.666		0.012
JC	-0.039	0.477	0.061	0.249	0.150	0.033	0.234	0.000

PC	0.396	0.000	0.328	0.000	0.484	0.000	0.201	0.000
CG	-0.071	0.297	0.160	0.010	0.074	0.377	-0.042	0.533
PRD	0.011	0.844	0.114	0.075	-0.070	0.327	0.022	0.763
LS	0.497	0.000	0.022	0.692	0.202	0.001	0.081	0.248
MC	-0.222	0.001	0.179	0.001	0.070	0.163	0.129	0.042
WE	-0.087	0.181	0.195	0.007	0.034	0.555	0.189	0.003
RR	0.091	0.106	-0.119	0.092	-0.183	0.006	0.083	0.116
OCC	0.050	0.410	0.220	0.006	0.244	0.001	0.125	0.095
C	0.410	0.000	-0.131	0.012	0.078	0.084	0.141	0.002
R ²	0.927		0.721		0.753		0.746	
Adjusted R ²	0.921		0.707		0.740		0.732	

Table 13 reveals that the adjusted R² value is 0.740 for respondents of with experience between 3-5 years. This implies that 74% variability in Employee Engagement is being predicted by the independent variables. Among the ten factors considered only five factors namely, Job content ($\beta = 0.150$; $p = 0.033$), Peers cooperation ($\beta = 0.484$; $p < 0.000$), Leadership style ($\beta = 0.202$; $p = 0.001$), Rewards and recognition ($\beta = -0.183$; $p = 0.006$) and Organization culture and climate ($\beta = 0.244$; $p = 0.001$) has a significant influence on employee engagement. Among the independent variables, Peer cooperation has high positive significant influence and Rewards and recognition has a negative significant influence on employee engagement.

Table 13 reveals that the adjusted R² value is 0.732 for respondents of with experience between 5-10 years. This implies that 73.2% variability in Employee Engagement is being predicted by the independent variables. Among the ten factors considered only five factors namely, Job content ($\beta = 0.234$; $p < 0.000$), Peers cooperation ($\beta = 0.201$; $p < 0.000$), Mentoring and coaching ($\beta = 0.129$; $p = 0.042$), Working environment ($\beta = 0.189$; $p = 0.003$) and Compensation ($\beta = 0.141$; $p = 0.002$) has a significant influence on employee engagement. Among the independent variables, Job content has the highest positive significant influence significant influence on employee engagement.

Table 14: Consolidated Table Regression for Sub Groups

Demographic Factor/ Variable	Gender		Marital Status		Age				Level				Experience			
	Male	Female	Married	Unmarried	Below 25 yrs	25-30 yrs	30-40 yrs	40-50 yrs	L50	L51	L52	L53	Less than 1 yr	1-3 yrs	3-5 yrs	5-10 yrs
JC	*			*			*			*		*			*	*
PC	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*
CG		*	*		*	*					*	*		*		

PRD				*					*	*	*	*				
LS	*		*	*	*		*	*			*		*		*	
MC		*		*			*	*	*		*		*	*		*
WE	*	*	*	*		*	*	*		*	*			*		*
RR					*			*		*					*	
OCC	*	*	*	*	*	*	*		*	*				*	*	
C			*				*				*		*	*		*

*- Indicates Significant Influence

Regression for sub-groups among respondents between 10-15 years of experience, 15-20 years of experience and above 20 years could not be executed due to less number of respondents in the above mentioned levels than the required optimum number.

It could be inferred from Table 14 that among male respondents, variables job content, peers cooperation, leadership style, working environment, and organization culture and climate have a significant influence on employee engagement, while for female respondents’ variables peers cooperation, career growth prospects, mentoring and coaching, working environment, and organization culture and climate have a significant influence on employee engagement. The reason could be that male associates would look for core technical topics to work on to showcase their potential and appropriate support from the manager to accomplish their tasks. On the other hand, female associates look for trainings, documents or processes to refer for work related clarifications and look forward for opportunities for advancement.

Table 14 reveals that among married associates’ variables peers cooperation, career growth prospects, leadership style, working environment, organization culture and climate and compensation have a significant influence on employee engagement, while among unmarried associates’ variables job content, peers cooperation, performance review and development, leadership style, mentoring and coaching, working environment, and organization culture and climate have a significant influence on employee engagement. Married associates look forward for opportunities for career growth and better compensation to meet their familial commitments. Interestingly unmarried associates focus more on core technical challenging tasks, undergoing training programs to enhance their skill sets required for the job and constructive feedback from the superiors related to the work they have completed.

Table 14 reveals that among respondents of the age group from below 25 years to 40 years variables, Peers cooperation and Organization culture and climate has a significant influence on employee engagement. This could be due to the reason that peers and organization practices motivate them to be engaged with their job. Respondents who are below 25 years are aspirant to learn more new things during the initial stages of their career than giving importance for working environment

than respondents between 25-50 years. Training programs are essential for respondents during their mid-career stages (30-50 years of age) and hence attach more importance to mentoring and coaching. Respondents of the age group 30-40 years perceive compensation as an important factor for the financial aspects, since it is the age where they settle in their family life and have commitments to be met.

From Table 14, it could be inferred that among respondents of the levels L50, L51, L52, and L53 variable, Peers cooperation and Performance review and development has a significant influence on employee engagement. This is attributed to the reason that respondents look forward for congenial relationship with their colleagues and constructive feedback on the work delivered to identify areas of improvement.

Table 14 reveals that among respondents of varied experience levels variable, Peers cooperation has a significant influence on employee engagement. Based on the above discussions, it could be inferred that Peers cooperation has a significant influence on employee engagement among respondents of each of the sub-groups of the demographic factors namely gender, marital status, age, level and experience and therefore it is a one among the significant factor to be focussed upon for engaging the employees.

RESEARCH CONTRIBUTION

Engaged employees are known to increase profitability of the organization by performing better, innovate more and increase customer satisfaction. This research contributes to the domain of knowledge on what influences the employee engagement and the innovation characteristics of employees in business process. This research also contributes to the practice by providing an understanding about the factors and which factor has more influence on the employee engagement in business process that can be prioritised to manage employee retention and work performance. Organisations that create strategies for engaging and empowering employees will be in a better position to adapt to changing market conditions and succeed.

Contribution to Knowledge: This research has contributed to the empirical examination of the factors that influence the employee engagement and contributions to innovation. The findings of the study show that peers cooperation has a major influence on employee engagement. Organisational culture and climate, job content, working environment, leadership style, mentoring and coaching, compensation has influence on the employee engagement. These factors can vary the employee engagement by 76%. This shows that the factors can create majority of the employee engagement.

Contribution to Practice: The outcome of the study has contribution to the practice as well. First, the study contributes in understanding the factors that will

have an impact on employee engagement and contributions to innovation. Through the literature review many factors are identified. This conveys to the practice on what factors are involved in managing the employee engagement and innovation and how engagement has an influence on innovation and intention to stay.

The findings of the study show that peers cooperation has a major influence on employee engagement. Cooperation in organisational functions and in teams is crucial in the success of any projects. Yet it is a difficult goal to achieve. However, peer pressure has been found to better promote cooperation. Peer to peer interaction and support has been found to provide better attitude and faster learning. This reveals the managers that to have a better innovation culture, peer pressure and cooperation need to be encouraged.

The study also recommends the managers that organisational culture and climate, job content, working environment, leadership style, mentoring and coaching, compensation has an influence on the employee engagement. Therefore, it is the responsibility of the managers to create a good working environment and organisational culture and climate with priority. Job content also matters in employee engagement. Proper job analysis and job description need to be provided to the employees for a better engagement along with challenging core jobs. Mentoring and coaching is also an important aspect that the managers need to look for a closer method of imparting new skills or attitude among new generation employees. Another interesting finding of the study that adds value to practice is that peer cooperations, mentoring and coaching were found to have influence on both employee engagement and innovation. Therefore, focus on these two aspects by managers will provide a synergy by its impact on both outcomes like employee engagement and innovation.

Peers cooperation, leadership style, mentoring and coaching, working environment, and organizational culture and climate are found to have a significant influence on employee engagement among respondents of most of the sub groups of the demographic factors. Hence focusing on these factors is likely to enhance the engagement level of the employees.

LIMITATIONS

As the study is a descriptive study and being carried out in the context of one organisational namely business process, the study has a few limitations that need to be taken for consideration in inferring the results. Caution is required also required in applying the findings of the study to practice.

The first limitation of the study is generalisability of the findings of the study to the particular industry. Considering the size of the organisation and the sample size obtained for the study, the findings of the study has rigour in terms of the empirical support. Institute for Work & Health (2006) discussed about two aspects

of generalizability, first one is generalizing to a larger population and the next is generalizing to a theory. This study can be considered under the second type of generalizing. The concepts of the study are well established and are being tested in a specific context. However, this can be considered as a limitation to some extent.

Secondly, the study is designed to identify the factors that have an influence on employee engagement. The variables were identified through the review of literature in the context of the organisations which are in ITeS business. The findings show that the factors considered for the study does not explain the outcome completely. This leaves a further gap in the research.

Questionnaire was used for data collection and that does not bring the entire idea of the study. The survey method using questionnaire leads to a lower response rates. Due to the time and cost restrictions the study was done at only one instance (Cross-sectional study). Looking at the criticality of the research problem, the above limitations are less significant and the findings help in understanding the factors influencing employee engagement.

CONCLUSION

Innovation in ITeS industry is an important requirement for providing new business processes for increasing the business and sustaining the client. Service based organisations are employee oriented and quality of the services depends on the employees' whole hearted involvement. To manage the employee engagement, it is necessary to identify the important factors that impact them. This study was proposed for the same and a descriptive, cross sectional study was designed. Data was collected at two offices situated in Bengaluru and Coimbatore through a survey using structured questionnaire. The study found the important factors that influence employee engagement. Peers cooperation has a major influence on employee engagement. Organisational culture and climate, job content, working environment, leadership style, mentoring and coaching, compensation has influence on the employee engagement.

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INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON PERFORMANCE OUTCOME AND EMPLOYEE LOYALTY

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ABSTRACT

Today, changes in organizational environments, their resultant innovations, and flexibility are emphasized, which necessarily calls for voluntary behavior from members of an organization. Accordingly, an organization should be capable of shifting its members' attitudes and behaviors which act for organizational development from egoistic behaviors. Organizational Citizenship Behavior is presumed as one of the emerging management concepts that are being emphasized for the organizational effectiveness. This study aims to explore the impact of the antecedents on Organizational Citizenship Behavior and its impact on Employee Loyalty and Performance Orientation in present scenario particularly banking sector. It is proposed that well established predictors of Organizational Citizenship Behavior may lead to promote required behaviors among employees for their improved performance.

The objective of the present study is to examine the influence of the Antecedents of Organizational Citizenship Behavior and its Impact on Performance Orientation and Employee Loyalty. The variables for the study were derived from literature review. The study subjects were 222 respondents from Employees of commercial banks in Erode district. Data was collected using a questionnaire. The collected data was analyzed using Percentage analysis, Cross Tabulation, Correlation, Regression, and Model Validation. The findings concluded that there are significant relationships between both procedural justice and distributive justice and job satisfaction. Job satisfaction, Commitment, HRM practices influence Organizational Citizenship Behavior and Organizational Citizenship Behavior has a positive significant impact on Employee Loyalty and Performance Orientation.

INTRODUCTION

Organizational Citizenship Behavior is defined as an employee's willingness to go above and beyond the prescribed roles that he or she has been assigned (Organ, 1990). These extra-role behaviors are considered to support the maintenance and enhancement of the social and psychological context that supports task performance in the firm (Organ, 1997). An examination of the literature indicates that there is a growing interest in the relationships between OCBs and their potential consequences (Podsakoff *et al.*, 2009). OCB represents an employee's discretionary behaviors that go beyond his formal job description;

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it is considered an important metric of measuring the health of a firm. Generally, the more the citizenship behavior is displayed in the workplace, the better is the firm performance. General compliance behavior serves to benefit the organization in several ways. Low rates of absenteeism and rule following help to keep the organization running efficiently. A compliant employee does not engage in behaviors such as taking excessive breaks or using work time for personal matters, but exhibits willingness to learn and take up more responsibilities. When these types of behaviors are minimized the workforce is naturally more productive.

In the last two decades the banking industry has made a quantum increase into a new and unpredictable environment, categorized by deregulation, product innovation, globalization, expansion in technology and concentrated competition. This modification has shaped the potential for increase. In the present professional world is progressing towards high performance, effective organizations and management that grant high degree of job satisfaction to employees. Organizational Citizenship can play a significant role in attaining these goals. Organization will benefit from encouraging employees to engage in OCB, because it has been shown to increase performance, productivity, efficiency, loyalty and customer satisfaction.

PROBLEM STATEMENT

Organizational Citizenship Behavior (OCB) is presumed as one of the emerging management concepts that are being emphasized for the organizational effectiveness. This study aims to identify the antecedents of OCB in present scenario particularly the banking sector and elaborating organizational citizenship behavior and its relation with antecedents. The study further aims in exploring the impact of Organizational Citizenship Behaviour on Employee Performance Orientation and Employee Loyalty, since these both are critical in the current context in the banking sector focusing on the growth of the banking sector and devotion of employees.

LITERATURE REVIEW

Reviews relating to the antecedents of OCB, Performance Orientation and Employee Loyalty are presented in this section.

Organizational Citizenship Behaviour: Walz and Niehoff (1996) state that OCB represents a set of desirable organizational behaviors, which demonstrate multi-dimensional relationships with positive organizational consequences. OCB has been primarily studied as an impetus for better organizational performance along with other commonly recognized organizational variables. OCB, also known as “good soldier syndrome” (Organ, 1988) is the behavior exhibited by the committed employees in the organization. This type of behavior includes punctuality, helping others, innovating, volunteering, as well as the tendency to refrain from undesirable actions such as complaining, arguing and finding fault with others. Though OCB

is related to job it is not linked to any formal reward system. But it helps in the effective functioning of the organization.

Organizational citizenship behaviors come in a variety of forms such as loyalty, helping others, and organizational compliance (Podsakoff *et al.*, 2000) and organizations benefit employees who are willing to contribute their efforts and abilities to the organizations even though that is not officially required of them. This contribution of organizational citizenship behavior to organizations has received much attention in the business area (Todd, 2003). Studies by Van Scotter, Motowidlo and Cross (2000) and Werner (1994), reflects the flexible nature of workers' roles in the modern workplace, and acknowledges the fact that employees do get recognized and rewarded for engaging in OCB. Specifically, the researchers examined OCB in relation to Organizational Commitment, Job Satisfaction, or Organizational Justice and HRM Practices to investigate the employees' contributions to organizational performance.

OCB has been shown to have a positive impact on employee performance and wellbeing and this in turn has noticeable flow-on effects on the organization. However, certain types of performance primarily those related to citizenship behavior will be affected by job satisfaction. The workers who are cooperative with their superiors and colleagues, willing to make compromises and sacrifices and are 'easier to work with', workers who 'help out with the extra little things' without complaining (or even offering to do so without being asked) these behaviors are all encompassed within OCB.

The effects on employee performance are threefold. Firstly, workers who engage in OCB tend to receive better performance ratings by their managers (Podsakoff *et al.*, 2009). This could be because employees who engage in OCB are simply liked more and perceived more favorably (this has become known as the 'halo effect'), or it may be due to more work-related reasons such as the manager's belief that OCB plays a significant role in the organization's overall success, or perception of OCB as a form of employee commitment due to its voluntary nature (Organ *et al.*, 2006). Regardless of the reason, the second effect is that a better performance rating is linked to gaining rewards (Podsakoff *et al.*, 2009) – such as pay increments, bonuses, promotions or work-related benefits. Thirdly, because these employees have better performance ratings and receive greater rewards, when the company is downsizing e.g. during an economic recession, these employees will have a lower chance of being made redundant and OCB helps to enhance productivity, attract and retain good employees and create social capital (Organ *et al.*, 2006).

Antecedents of Organizational Citizenship Behavior: Early OCB research focused primarily on dispositional and attitudinal predictors, whereas more recent research has broadened its perspective by considering social ties and networks as antecedents at the level as well as contextual and organizational antecedents at the

macro level. Since earlier reviews provide excellent summaries of the literature (Organ and Ryan, 1995; Organ, 1997; Podsakoff *et al.*, 2000).

Several factors such as Job Satisfaction, HRM practices, Organizational Commitment, Job, Justice, Leadership, and Support or Trust from the organization and leaders were suggested by many researchers for increasing employees' OCB (e.g., Ackfeldt and Coote, 2000; Farh *et al.*, 1990; Moorman, 1991; Neihoff and Moorman, 1993; Organ and Lingl, 1995; Puffer, 1987; Smith *et al.*, 1983; Van Dyne *et al.*, 1994; Williams and Anderson, 1991). Of these, Organizational justice appears most frequently as an antecedent for OCB. Procedural justice has been identified as having more of an effect on OCB than Distributive Justice. Procedural justice is an independent variable of OCB by itself, and also has an indirect effect through other variables (Moorman *et al.*, 1998; Moorman, 1991). The study considers, Job Satisfaction, HRM Practices and Organizational Commitment as antecedents of OCB and Performance Orientation and Employee Loyalty as the positive effects of OCB.

Organizational Justice: The description and explanation of fairness in the workplace is known as Organizational Justice (OJ). Several studies have examined organizational justice and in general there are three dimensions of OJ, namely: distributive justice, procedural justice, and interactional justice.

Distribute justice is the form of the organizational justice that focused on the people's beliefs that they have received fair amount of valued work related outcome (Giap *et al.*, 2005). Moreover, Folger and Greenberg (1985) have defined the distributive justice as the fairness of the outcome the employee receive, while procedural justice as the fairness of the procedures used to determine those outcome. Furthermore, distributive justice is the people perception whether the gain they earned was distributed in such a fair manner (Folger and Cropanzano, 1998).

Procedural Justice: Much evidence proves that organizational justice perception not only includes judgment about the outcome fairness but also judgment about the way the allocation decision was made (Greenberg, 1990). Fairness or justice perceptions refer to whether or not employees feel organizational decisions are made equitably and with the necessary employee input (usually called procedural justice) and whether or not employees perceive that they are fairly rewarded given their level of training, tenure, responsibility or workload (called distributive justice). Perceptions of fairness are positively related to OCB (Moorman, 1991). Procedural justice is related to the perceived fairness of the decision-making process. This perceived fairness prompts employees' OCB (Konovsky and Pugh, 1994; Nieoff and Moorman, 1993; Robinson and Morrison, 2002) as the social exchange relationship develops between the organization (a leader) and employees (Organ, 1988). For example, Muhammad (2004) said that participation in the decision-making process, which is related to perceived procedural justice, lets employees reciprocate the organization with OCB.

Organizational justice researchers developed the notion of interactional justice, defined it as the quality of interpersonal treatment received during the enactment of organizational procedures (Bies and Moag, 1986). In general, interactional justice reflects concerns about the fairness of the non-procedurally that dictated aspects of interaction. The research has identified two subcategories of interactional justice: informational justice and interpersonal justice (Folger and Cropanzano, 1998). These two subcategories of informational and interpersonal justice overlap considerably. However, the outcomes point out that they should be considered separately, as each has a differential effect on justice perceptions (Colquitt, 2001). Interactional justice includes various actions displaying social sensitivity, such as when supervisors treat employees with respect and dignity. Mikula *et al.*, (1990) reported that a considerable proportion of perceived injustices did not concern distributional or procedural issues in the narrow sense, but instead referred to the manner in which people were treated interpersonally during interactions and encounters.

Job Satisfaction: Job satisfaction is a general attitude toward the job and the degree to which the people like their job and show the positive and negative behavior in actual work environment. It is a general attitude in three areas for example job factors, personal attributes and the other social and group relationship in the society, a person with a high level of job satisfaction contribute positively, while a person who is dissatisfied will holds negative attitude about the job. Shajahan and Shajahan, (2004) and Rocca and Kostanski, (2001) in their study stated that to identify job satisfaction and dissatisfaction most of the researchers have used the facet approach.

Job satisfaction has been studied widely and received a considerable amount of attention of all work related attitude due to strong and positive relationship with productivity and organization commitment which is progressively recognized by the organizational behavior literature (Locke and Latham, 2000; Gliem and Gliem 2001).

Job satisfaction is an emotional response to a job situation, which is determined by how well outcomes meet or exceed expectations, if fair HR policies are adopted by the organization and treat their employees fairly they are more likely to have a positive attitude towards the job. If employees are treated unfairly they will have a negative attitude toward their working environment and will negatively affect the organization productivity.

Many studies support the effect of OCB on job satisfaction (e.g., Chang and Chang, 2010; Ko, 2008). For example, Feather and Rauter (2004) said that the attitude of employees' who voluntarily work beyond their duty and have the intention to stay within the organization leads to employees' satisfaction. Therefore, it is reasonable to expect the effect of OCB on job satisfaction. Job satisfaction has been found to have a positive relationship with job performance and OCB, Wmeyerhich in turn has a significant influence on employees' absenteeism, turnover, and psychological

distress (Davis, 1992). Workers with high levels of job satisfaction are more likely to be engaged in OCB (Brown, 1993). Furthermore, individuals with higher levels of job satisfaction demonstrate decreased propensity to search for another job (Sager, 1994), and a decreasing propensity to leave.

Organizational Commitment: Organizational commitment is a psychological construct that has been described and operationalized for more than a decade. Meyer and Herscovitch (2002) broadly defined commitment as a force that guides a course of action towards one or more targets. It has been theorized that commitment is a multidimensional construct and that the antecedents, correlates, and consequences of commitment vary across dimensions (Meyer, Stanley, Herscovitch, and Topolnytsky, 2001). Along with job satisfaction, affective organizational commitment is frequently cited antecedent of OCB. Affective commitment is conceptualized as a strong belief in, and acceptance of, an organization's goals and a strong desire to maintain membership in the organization (Van Dyne *et al.*, 1995). Because affective commitment maintains behavioral direction when there is little expectation of formal rewards (Allen and Meyer, 1996), it would seem logical that affective commitment drives those behaviors that do not depend primarily on reinforcement or formal rewards.

A widely used model of organizational commitment as a multidimensional construct is Meyer and Allen's (1993) Three-Component Model of Commitment. This model refers to the three forms of commitment as affective, continuance, and normative commitment (Meyer, Allen, and Smith 1993). Affective commitment is explained as an emotional attachment to the organization. Continuance commitment is explained by the perceived costs associated with leaving the organization. Normative commitment refers to the perceived obligation to remain in the organization (Meyer, Stanley, Herscovitch, and Topolnytsky, 2001). Organizational commitment is described as an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf.

Porter *et al.*, (1974) in his study identified that organizations required committed employees in order to face the worldwide competition. Organizational commitment is an emotional state that connects an employee to an organization. In their study Porter *et al.*, (1974) used two different approaches to define the commitment: One-dimensional approach and Multidimensional approach. According to One-dimensional approach, organizational commitment refers to the identification of the individual strength and the involvement of his or her in a particular organization. Porter *et al.*, (1974) stated that employees with lower level commitment were more likely to leave than balancing at working place.

Workplace experiences and outcomes affect their organizational commitment and career satisfaction, which are linked to customer satisfaction, loyalty,

profitability, lower employee turnover and higher employee's engagement and performance (Greenhaus *et al.*, 1990; Morrison *et al.*, 2007).

HRM Practices: The set of Human Resource Management (HRM) practices that lead to efficient functioning of organizations has been a subject of great interest to both practitioners and academicians. This quest for excellence entails the creation of structures and management systems that favor the initiative and creativity of human resources. The resource-based theories of competitive advantage focus on the role internal resources like employees play in developing and maintaining a firm's competitive capabilities (Barney, 1991; Wright, McMahan and McWilliams, 1994). People are argued to be the ultimate source of sustained competitive advantage since traditional sources related to markets, financial capital, and scale economies have been weakened by globalization and other environmental changes. On the basis of these and similar arguments, Pfeffer (1994, 1998) and others (Kochan and Osterman, 1994; Levine, 1995) strongly advocate greater firm investments in high-performance (U.S. Department of Labor, 1993) or high-involvement human resource systems, which are systems of HRM practices designed to enhance employees' skills, commitment, and productivity.

According to Appelbaum *et al.* (2000) a company would most benefit from a system of HR practices that ensures that employees have the right skills to do the job, are given the opportunity to experiment and to codetermine how they do their work and finally are motivated to show discretionary effort and upgrade their skills when necessary.

Boselie and Paauwe (2004) in his research answers the request for more proximate measure of 'performance' in HRM performance research. A more proximate measure of performance, in this case OCB, is vital because there is a closer relation with HR and thus less interference of other factors. When using typical financial measures, numerous aspects beside HR, have an effect on the outcome measure, it is difficult to control for all of these effects and thus the influence of HR is not easily distilled. The practical relevance of his study is that, it gives insight in how HR affects employees' behaviors that are becoming increasingly important for organizations.

Gong *et al.* (2010) studied the effect of High performance work systems on OCB amongst managers. They use social exchange theory to describe this relationship. The principle of reciprocity is used to explain that employees respond with OCBs as a reaction of the HR policies and practices that are provided to them by the organization.

Boxall and Purcell, (2008) and Boselie and Paauwe, (2004) in their study have stated that it was expected that through the process of social exchange and reciprocity, HR practices that enhance employees' ability, motivation and opportunity lead to organizational citizenship behaviors on the part of team members.

Appelbaum (2000) suggests a positive relation between HR practices designed to enhance employees' ability, motivation and opportunity to participate and

discretionary behavior on the part of employees, in his research this positive relation is not found for both ability and motivation, and for opportunity a significant negative relation was discovered. Employees, who benefit from a work environment that offers the opportunity to participate, reciprocate these practices that are perceived as benefits with organizational citizenship behaviors to the likings of team leaders.

Performance Orientation: Organizations need employees who anticipate and monitor rapid changes in the business, and figure out how to deal with these changes to sustain or enhance effectiveness (Organ, Podsakoff and MacKenzie 2006). Collectively, OCB may help affirm the role that HRM practices, Organizational justice and commitment play in determining the extent to which employees create an intention to quit their current employment relationship.

Colletti and Fiss (2006), claims that management pays close attention to their performance. Consequently, the cultural dimension that is most germane to this group of boundary spanners concerns performance orientation. Identified by the Global Leadership and Organizational Behavior Effectiveness (GLOBE) project, cultural performance orientation reflects the degree to which a collective encourages and rewards group members for performance improvement and excellence (House *et al.*, 2004).

According to House, Hanges, Javidan, Dorfman and Gupta (2004), performance orientation is intuitively appealing in the HRM control context. Performance orientation is the degree to which a community encourages and rewards its members for innovation, excellence, and performance improvement. In the HRM control arena, the importance of cultural performance orientation is underscored by the fact that firms manage employee performance.

Studies by Alipour, (2011), and Sahafi, *et al.*, (2013) summarize that the employees extra efforts in performing their duties significantly improves organization performance in several ways i) to improve the efficiency of colleagues and managers ii) Release resources for more productive activities iii) Reduce the scarce resources needed for the maintenance of the normal operation of the organization iv) Assist in the coordination between work groups and groups within v) Strengthen the ability for the organization to attract and retain talented employees vi) enhance the stability of the organization; g. make organizations more responsive to change in the environment. Therefore, OCB dimensions were considered as important contributors to organizational performance. That is, OCB is a great determinant of organizational success.

Studies state that members of work units that were rated as having higher levels of performance and satisfaction were generally found to display higher levels of citizenship behavior than were members of work units that exhibited lower levels of performance. Performance orientation is associated with internal locus of control (House *et al.*, 2004). The internal locus of control (i.e., a belief in

individual responsibility) is related to societal values such as ambition, drive, thirst for learning and improvement, and high standards of performance, variables that also characterize societies that score highly on performance orientation.

Employee Loyalty: Employee loyalty can be best described in terms of a process, where certain attitudes give rise to certain behaviors (intended or actual). There have been major changes in the business world and the workforce in the last couple of decades. In the past, once hired an employee believed it was a life time job and managers expected their unstinted loyalty to the enterprise. Similarly, workers used to be devoted to their employer.

According to Silvestro, (2002) Employee loyalty meant the ability to stay with the organization in long term. It is based on the premise that employee loyalty could be measure by the amount of time one week for the company or organization. Employee loyalty cannot be measured by the time they are work for the company alone, it need to include the amount of commitment employee makes when they are on the job.

Chen, Zhen Xiong, Tsui, Anne and Farh, Jiing-Lih Larry (2002) investigated the relationship between loyalty to supervisor and employee's in-role and extra-role performance in comparison with that of organizational commitment in the People's Republic of China. Two studies were conducted. In the first study, a five-dimension loyalty to supervisor scale was developed and validated. In the second study, the relationships between loyalty to supervisor, organizational commitment and employee performance were examined. Results indicated that loyalty to supervisor was more strongly associated with both in-role and extra-role performance than organizational commitment.

Frederick Reichheld (2006) in his study he reported that loyalty, for those who plan to stay with an employer at least two years, can be affected by several factors, including benefits and pay, working environment, job satisfaction and customers. Employee loyalty is critical for organizations as constant turnover or churn can be very expensive. In his report he stated that one of the most effective ways to improve employee loyalty is to make employees feel like they are an important part of the organization. His report found that only 55 percent of the employees surveyed feel like their organization treats them well. He suggested that an employee feedback system can help raise employee loyalty by providing two-way communications between employees and management. If employees feel like the organization is listening to them, recognizing them for their contributions, they will more likely be loyal to the company.

THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

The concept of organizational citizenship behavior (OCB) in the field of organizational behavior has already been researched for over 20 years. However,

most research on OCB has focused on the factors which affect employees' OCB, allowing only stereotyped research in a single relationship to individual or group levels. To the best of the researchers' knowledge, little studies on the relationship between the organization-level's factors and OCB have emerged even though members' attitudes and behaviors may change according to organizational structure characteristics. Based on previous reviews, this study proposes the following hypotheses

The influence of procedural justice on job satisfaction: 'The experience of procedural justice (or procedural justice) is a profound feature of social life, and one that is worthy of study in its own right'(Lind and Tyler 1988). The term procedural justice has developed from allocation preference theory (Greenberg 1987). This theory proposes a general model of allocation behavior or procedures where the application of the theory almost exclusively to procedural decision rather than its content. The processes of how employee outcomes are determined rather than what outcomes received can be seen as an underpinning of the procedural justice. In a sense, the procedure that is used to determined employee outcomes might be more important than actual outcomes itself (Folger and Martin 1989; Martin and Bennett 1996).

The influence of Distributive on Job Satisfaction: According to Greenberg (1987), distributive justice is a concept focused on how individuals respond to unfair treatment of organization, or unfair distribution of rewards and resources. Fields *et al.*, (2000) reported that both distributive and procedural justice have effect on job satisfaction and evaluation of supervision. Their research also supported that procedural justice as having a larger effect on evaluation of supervision; and distributive justice has a larger effect on intent to stay and job satisfaction.

The influence of Job Satisfaction on OCB: According to Williams and Anderson (1991), when employees participate in organizational citizenship, this participation leads employees to have positive feelings about their jobs. That is, employees who contribute their efforts and energy to the organization beyond the officially required work criteria enjoy their work and are proud of their affiliation with the organization. And these feelings and contributions lead to employees' job satisfaction (Feather and Rauter; 2004; Koh, 2008).

The influence of Organizational commitment on OCB: Mowday *et al.* (1979) had stated that Organizational commitment is believed to be an attitudinal variable that is likely to influence OCB. Organizational commitment can be considered as 'the relative strength of an individual's identification with and involvement in an organization'.

The influence of HRM practices on OCB: HRM practices can set the tone for employer-employee relationships, there by motivating employees to exhibit citizenship behaviors and increase their personal contribution. (Morrisson 1996;

Tsui, Pearce, Porter and Tripoli 1997). High-Performance (HRM) Practices And OCB High performance organizations represents organizations devoted to ensuring that their employees are equipped adequately to have the necessary information, skills and incentives make decision essential for innovation, improvement and rapid response to change (Gupta and Singh, 2010).

The influence of OCB on Performance Orientation: Performance orientation is the degree to which a community encourages and rewards its members for innovation, excellence, and performance improvement (House *et al.* 2004). Employees exhibit OCBs when they help fellow workers who have difficulty in performing their work. Other situations in which employees exhibit OCBs include endurance and perseverance in performing jobs; avoiding things that tarnish the image of the organization; spending extra time to achieve objectives; performing job beyond requirements; and generally show of extra concern about success of the organizations (Organ, 1988).

The influence of OCB on Employee loyalty: Employee loyalty is an organizational citizenship behavior that reflects allegiance to the organization through the promotion of its interests and image to outsiders (Bettencourt, Gwinner, and Meuter, 2001). Employees who engage in these loyalty behaviors act as advocates to consumers of the organizations products, services and image. ‘Loyal employees (who are committed to their organization) are promoted faster’. Employee loyalty, on the other hand, contributes greatly to employee performance. According to Kaisiarz (2011), the term loyalty is referred to employees who are committed to the success of the organization and believe that working for this organization is their best option.

- Hypothesis 1:** The higher the level of procedural justice perceived by employees, higher the level of their satisfaction in the job.
- Hypothesis 2:** The higher the level of distributive justice perceived by employees, higher the level of their satisfaction in the job.
- Hypothesis 3:** The higher the level of job satisfaction, higher the level of organizational citizenship behavior
- Hypothesis 4:** The higher the level of commitment, higher the level of organizational citizenship behavior
- Hypothesis 5:** The higher the level of HRM practices perceived by employees, higher the level of organizational citizenship behavior.
- Hypothesis 6:** The higher the level of organizational citizenship behavior perceived by employees, higher the level of employee loyalty and performance orientation.

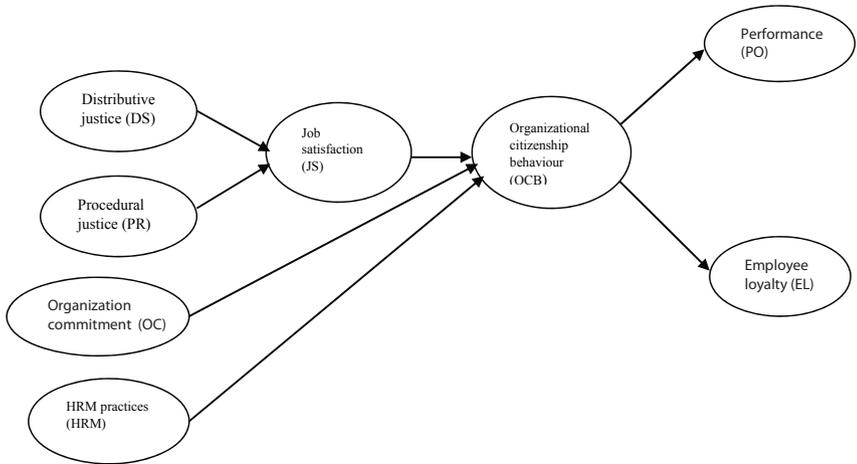


Figure 1: Theoretical Framework

OBJECTIVES OF THE STUDY

The objectives of the study are:

1. To identify the antecedents of Organizational Citizenship Behaviour
2. To assess the influence of the antecedents of Organizational Citizenship Behaviour on Organizational Citizenship Behaviour
3. To explore the impact of Organizational Citizenship Behaviour on Performance Orientation and Employee Loyalty.

METHODOLOGY

The study is descriptive in nature and data was collected using a questionnaire. The questionnaire consists of 3 parts. The first part covers the demographic profile of the respondents which includes age, gender, marital status, education, designation, experience. The second part the Antecedents of OCB, and the third part that of Performance Orientation and Employee Loyalty. The second and third parts of the questionnaire were measured on a five point Likert Scale from 5 to 1 and they are rated on the basis of 5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree and 1-Strongly Disagree.

Table 1: Measures Used and Reliability

Measures	Authors	Cranbach Alpha
Distributive Justice (DJ)	Neihoof and Moorman (1993)	0.7454
Procedural Justice (PJ)	Neihoof and Moorman (1993)	0.8196
Job Satisfaction (JS)	Fernand and Awamleh (2006)	0.7561
Organizational Commitment (OC)	Allen and Meyer (1984)	0.8637

Measures	Authors	Cranbach Alpha
HRM Practices (HRM)	Rhoades and Eisenberger (2002)	0.7924
Organizational Citizenship Behavior (OCB)	Organ (1990)	0.8305
Performance Orientation (PO)	Podsakoff and Mackenzie (1989)	0.7001
Employee Loyalty (EL)	Homburg and Stock (2000)	0.6899

The population for the study covers the bank employees of Erode district. The present research felt the population too exhaustive and hence as a representation of the banking sector in India the study identified its sampling frame as those Banks in Erode district. Consequently, the study identified the bank both in rural and urban areas of Erode district. The study adopted convenience sampling for the selection of banks. The respondents for the research comprised employees of the commercial banks and were chosen at random. The total questionnaire received was 250 out of that some of the questionnaires were incomplete. The usable questionnaires were 222 which constitute the sample for the study. Data was collected between June to October 2016.

The tools used for analysis are Percentage analysis, Descriptive statistics, Cross tabulation, Correlation, Regression and Model validation.

ANALYSIS AND DISCUSSION

The Table 2 depicts the demographic profile of the respondents.

Table 2: Demographic Profile of Respondents

Demographic Factors	Particulars	Frequency	Percent
Age (Years)	Below 25	78	35.1
	26-35	86	38.7
	36-45	38	17.1
	Above 45	20	9.0
Gender	Male	128	57.7
	Female	94	42.3
Marital Status	Married	112	50.5
	Unmarried	110	49.5
Education	UG Arts	18	8.1
	UG Science	48	21.6
	UG Engineering	74	33.3
	PG Arts	54	24.3
	PG Science	20	9.0
	PG Engineering	8	3.6

Demographic Factors	Particulars	Frequency	Percent
Current Designation	Senior Manager	42	18.9
	Manager	66	29.7
	Officer	50	22.5
	Clerk	50	22.5
	Others	14	6.3
Experience (years)	1-5	62	27.9
	6-10	62	27.9
	11-15	56	25.2
	16-20	20	9.0
	More Than 20	22	9.9

Source: Primary Data

- 35.1% of the respondents are under the age of less than 25 years, 38.7% of the respondents are between 26-35 years, 17.1% of the respondents are between 36-45 years and 9.0% of the respondents are above 45 years.
- 57.7% of the respondents are male remaining 42.3% respondents are female.
- 49.5% of respondents are unmarried and 50.5% are married.
- 8.1% have completed their UG Arts, 21.6% UG in science, 33.3% UG in Engineering 24.3% PG in Arts, 9.0% PG in Science and 3.6% PG in engineering.
- 18.9% of the respondents are designated as Senior Managers, 29.7% are Manager, 22.5% are Officer, 22.5% are Clerk and 6.3% are Other than the above designation.
- 27.9% of the respondents are experienced 1- 5 years of experience and 27.9% have experienced between 6-10 years, 25.2% of the respondents between 11-15 years of experience, 9.0% have experienced between 16- 20 years and 9.9% have more than 20 years of experience.

Descriptive statistics: Table 3 gives the descriptive scores for the dimensions of Organizational Citizenship Behavior and its Outcomes.

Table 3: Descriptive Statistics

Variables	Mean
DS	3.99
PR	4.03
JS	3.96
OC	3.90

Variables	Mean
HRM Practices	3.92
OCB	3.95
EL	3.97
PO	4.11

It is inferred from the table 3 the mean value for the Procedural Justice, Distributive Justice, Job Satisfaction, Organizational Commitment, HRM Practices, Organizational Citizenship Behavior, Employee Loyalty and Performance Orientation are close to around 4 which indicates high satisfaction level among the employees.

Correlation analysis

Table 4: Correlation for DS, PR and JS

		DS	PR
JS	Pearson Correlation	.305**	.363**
	Sig. (2-tailed)	0	0

** Correlation is significant at the 0.01 level (2-tailed).

It is inferred from the table 4 that there is a significant correlation between the Job Satisfaction and Procedural Justice ($r=0.363$; $p<0.000$), Job Satisfaction and Distributive Justice ($r=0.305$; $p<0.000$). Among Distributive Justice, Procedural Justice and Job Satisfaction, Job Satisfaction and Procedural Justice are highly correlated and correlation is significant at 1%.

Table 5: Correlation JS, HRM practices, OC and OCB

		JS	HRM	OC
OCB	Pearson Correlation	.544**	.462**	.471**
	Sig. (2-tailed)	0.000	0.000	0.000

It is inferred from the table 5 that there is statistically significant correlation between the antecedents of OCB and OCB. OCB and Job Satisfaction ($r=0.544$; $p<0.000$), OCB and Organizational Commitment ($r=0.471$; $p<0.000$), OCB and HRM Practices ($r=0.462$; $p<0.000$) and all correlations are significant at 1%. It could be inferred that better the HRM practices, higher the commitment and higher the Job Satisfaction employees will exhibit high OCB.

Table 6: Correlation OCB and EL and PO

		EL	PO
OCB	Pearson Correlation	.161*	.588**
	Sig. (2-tailed)	0.017	0.000

It is inferred from the table 6 that there is statistically significant correlation between the Performance Orientation and OCB ($r=0.588$; $p<0.000$) which is highly correlated than Employee Loyalty and OCB ($r=0.161$; $p=0.174$).

Regression Analysis: Regression analysis is a statistical process for estimating the relationships among variables. More specifically, regression analysis helps one to understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed.

Regression Analysis with OCB as the Dependent Variable

In the following regression analysis, OCB is taken as the dependent variable and its antecedents are taken as independent variables and stepwise regression is carried out.

Table 7: Regression Analysis - OCB as Dependent Variable

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	0.408	0.284		1.438	0.152
Job Satisfaction	0.251	0.046	0.317	5.414	0.000
Organizational Commitment	0.289	0.064	0.272	4.552	0.000
HRM Practices	0.248	0.061	0.229	4.079	0.000
Procedural Justice	0.109	0.053	0.111	2.069	0.04
R = 0.680	R Square = 0.462	Adjusted R Square = 0.452		F=46.561	Sig.= 0.000

Table 7 indicates that adjusted R square value is 0.452. This implies that 45.2% variability in the dependent variable i.e. OCB is being predicted by the independent variables Job Satisfaction, Commitment, HRM Practices and Procedural Justice. F-Test was statistically significant ($F=46.561$ & $p<0.000$), which indicates that the model is statistically significant. Table 7 reveals that Job Satisfaction has the highest impact of 0.317 on the dependent variable OCB ($\beta = 0.317$ positive, $t = 5.414$ positive, $p < 0.001$). The Organizational Commitment is having a significant and a positive impact of 0.272 on OCB ($\beta= 0.272$ positive, $t= 4.552$ positive, $p < 0.001$). The HRM Practices is having a significant and positive impact of 0.229 on OCB ($\beta= 0.229$ positive, $t= 4.079$, $p<0.001$). The Procedural Justice is also having a significant and positive impact of 0.111 on OCB ($\beta= 0.111$ positive, $t= 2.069$, $p<0.001$). Among the variables Job Satisfaction has the highest influence on OCB, followed by Organizational Commitment and HRM Practices.

Estimated OCB = $0.408 + 0.251\text{Job Satisfaction} + 0.289\text{Commitment} + 0.248\text{HRM Practices} + 0.109\text{Procedural Justice}$

Model validation: The conceptual model were estimated using PLS latent path model developed by Wold (1982) and as implemented by Lohmoller (1989). The study operationalized to measure the influence of the antecedents of OCB on OCB and the impact of OCB on Performance Orientation and Employee Loyalty. Boot strapping was done with all the 222 cases and with 500 samples as re-sampling option. The model was estimated at 5 percent level of significance. Hence, a T value greater than 1.96 indicates significant relationship between the variables.

Table 8: Results of Model validation

Path	Entire Sample estimate	Mean of Subsamples	Standard error	t-Statistic	Result
DS→JS	0.3160	0.3338	0.1503	2.1022	Hypothesis 2 Accepted
PR→JS	0.5120	0.5304	0.1409	3.6341	Hypothesis 1 Accepted
OC→OCB	0.4570	0.4959	0.1466	3.1169	Hypothesis 4 Accepted
HRM→OCB	0.2230	0.2861	0.1124	1.9834	Hypothesis 5 Accepted
JS→OCB	0.2430	0.2126	0.1321	1.8389	Hypothesis 3 Not accepted
OCB→PO	0.6060	0.6778	0.0842	7.1971	Hypothesis 6 Accepted
OCB→EL	0.2760	0.4072	0.1348	2.0478	Hypothesis 6 Accepted

Source: Primary Data

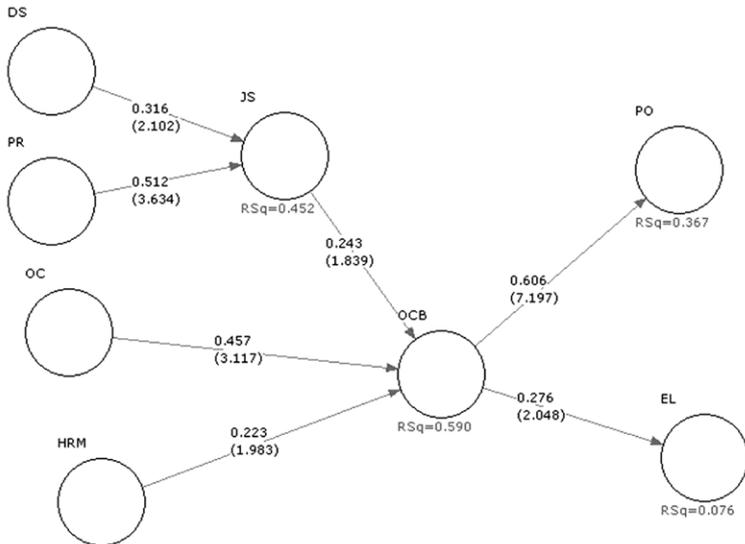


Figure 2: Structural Model

T value for the Distributive Justice on Job satisfaction is 2.1022; Procedural Justice and Job Satisfaction is 3.6341; Affective Commitment and OCB is 3.1169; HRM Practices and OCB is 1.9834; Job Satisfaction and OCB is 1.8389; OCB and Performance Orientation is 7.1971; OCB and Employee Loyalty is 2.0478.

Among the paths Job Satisfaction did not have a significant impact on OCB. The antecedents considered for the study namely Job Satisfaction, Organizational Commitment and HRM practices help to predict OCB to the extent of 59%. On the other hand OCB helps in predicting performance orientation to the extent of 36.7% and Employee Loyalty to the extent of 7.6%.

CONCLUSION

Organizations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive behaviors. Citizenship behaviors come in many distinct shapes and forms. Traditionally thought of as the worker who 'goes above and beyond' the minimum requirements, it can also be the employee who takes the initiative and always offers to lend a hand; the knowledgeable, helpful and cooperative colleague, the senior staff member who is able to roll with the punches, or the friendly, approachable manager who shows the new employees around the office and introduces them to other staff. All of these types of OCB should be actively encouraged employees support the organization through enhancing each other's performance and wellbeing, and this is reflected in reduced costs and increased profitability at the organizational level.

The review of the recent literature on OCB has distinguished between various dimensions of OCB and has examined the relationships between them. Based on the discussion on OCB dimensions, the concept of OCB has been articulated. Thereafter, a host of antecedents for OCB was identified and armed with these antecedents a theoretical framework for OCB is suggested. Antecedents to OCB are the factors that enhance the level of employees' performance and loyalty among the bank employees in an organization. It is revealed from the various empirical studies that there is a positive relationship between OCB and the performance of the employees in organization.

Exploration on the dimensions of OCB suggested that like most behaviors, OCB are also subject to multiple antecedents. That is, there is no single cause of OCB. Therefore, it makes sense that applying the same rationale to OCB. When the antecedents of this particular class of behaviors are better understood, organization would be more effective to cultivate the OCB among the Bank employees.

The major findings in this study are that, both procedural and distributive justice have a positive effect to job satisfaction, job satisfaction, commitment, HRM practices has a positive and strong effect on OCB and OCB has an impact on Performance Orientation and Employee Loyalty. The results of structural equation modeling analysis suggested that organization might increase citizenship behavior by means of strengthen employees performance.

It also pointed out that both procedural justice and distributive justice have an important effect to improve job satisfaction. It can be concluded that enhancement

of job satisfaction, commitment and HRM practices of workers will lead to a higher level of OCB and its outcomes are higher level of Employee Loyalty and Performance of the employees. Therefore, this study represents guidelines to help organizations understand how to increase organizational citizenship behavior by identifying its antecedents. The importance of OCB for the effective functioning of the organization and find means of promoting such behaviors. Although perhaps many other factors also influence OCB that, the study has limited analysis to several factors which were identified from literature.

Hence, it can be concluded that OCB increases the employees performance and loyalty which will increase the organization growth. Future studies that encompass other antecedents of OCB should be carried out within different work settings in order to enrich literature on OCB.

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INFLUENCE OF EMPLOYEE ENGAGEMENT PRACTICES ON ORGANIZATIONAL COMMITMENT: A STUDY AMONG BANK EMPLOYEES IN COIMBATORE CITY

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ABSTRACT

This article reports the results of the study conducted to identify the employee engagement practices adopted by Banks and the influence of employee engagement practices on organizational commitment. The study considered Job, Teamwork, Immediate Supervisor, Communication, and Rewards and Development Opportunities as the factors of employee engagement from literature reviews pertaining to banking industry. The study is descriptive in nature and adopted survey strategy. Data was collected using a questionnaire. Results reveal that employee engagement practices has a significant influence on Organizational Commitment.

INTRODUCTION

Human Resource Management (HRM) entails planning, implementing, and managing recruitment, as well as selection, training, career, and organizational development initiatives within an organization. The goal of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees while simultaneously improving the work life of employees and treating employees as valuable resources. HRM is concerned with the people who work in the organization to achieve the objectives of the organization.

Since the technologies extended the lines between work time and personal time by enabling employees to work at home, HRM professionals began to adopt “Management by Objective” approaches to human resources instead of the traditional “Management by Sight” method. A second important change was new organizational structures that began to emerge during the 1980’s. Due to this companies began to expand their operations and diversify their products and services. The companies started scrapping traditional, hierarchical organizational structures and decentralized management systems. A third change is accelerating market globalization, which was increasing competition and demanding greater performance out of workers. To compete abroad, organizations were looking to their HRM professionals to strong statement related to quality, productivity, and innovation. Other factors changing HRM include: higher employee turnover and the need for more responsive, open-minded workers, rapidly changing demographics, and increasing income disparity as the demand for highly educated workers increases at the expense of lower-wage employees (Michael *et al.*, 1985) which made organization to take up management

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activities of which Talent management has gained significance in the last three decades. Talent is defined as those individuals who can make a difference to organizational performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential.

The CIPD, (2009) defines Talent Management as ‘the systematic attraction, identification, development, engagement/retention and deployment of those individuals with high potential who are of particular value to an organization’. Effective talent management system demonstrates the commitment of talent management to human resources resulting in lower rate of employee turnover with higher volume of employee commitment and engagement. Therefore, employee engagement has significant effect on efficiency, output of employees and in retention of talent (Cappelli, 2008). Further, Hewitt survey in 2008 revealed that nearly half of the companies studied and planned to increase or sustain employee learning, engagement and development (Beechler and Woodward, 2009). Talent management strategies integrate around five basic areas such as attracting, selecting, engaging, developing and retaining employees (Perrin, 2003). Many authors observe talent management as a managerial strategic priority for 21st century (Farndale *et al.*, 2010).

Talent is the engine of the modern organization, and engagement is the mystery ingredient that can transform the engine’s output. Employee engagement is the means or strategy by which a management seeks to build a partnership between the organization and its employees. It is other wise called as worker engagement in a business management concept. An “engaged employee” is one who is fully involved in his organizational work. Institute for Employment Studies defines “employee engagement is a positive attitude held by the employee towards the organization and its values” (Perryman and Hayday, 2004). Hence it is a measurable degree of an employee’s positive or negative emotional attachment to their job, colleagues and organization which deeply influences their willingness to learn and perform at work. Most organizations have a range of practices to improve the engagement level of their employees. Employee engagement is therefore the level of commitment and involvement that an employee has towards their organization. An engaged employee is aware about the job, benefits and works with colleagues to improve performance within the organization. Thus it is an indicator that determines a person with the organization.

Engaged employees are committed to the organization. High engagement means that a strong bond exists between what employees think (rational drivers), how they feel (emotional factors), and what they do (motivational influencers). In other words, employees completely engaged clearly know what their roles are, they want to do their work out of a sense of pride and commitment, and they are not only willing to act, but are also empowered to take action to achieve their organization’s goals.

The present commercially competitive environment pressures organization and there are changes both in terms of the global nature of work and the diversity of the workforce. Hence engaged employees may be a key to competitive advantage. Companies that understand the conditions to improve engagement will be committed to engage in activities to make the talented employees be in their organization. In fast-changing environments, it becomes more difficult to exactly specify roles and responsibilities. To the extent that employees are likely to be faced more frequently with surprising and ambiguous decision-making situations, organizations must increasingly work out on employees to act in ways that are consistent with organizational objectives. In addition, many employees are looking for environments where they can be engaged and feel that they are committed and contribute in a positive way.

Hence, this research focuses in identifying the employee engagement practices adopted by banks and the influence of employee engagement on organizational commitment. Since in India the banking industry has been undergoing tremendous growth in the past two decades and to support the growth engaged employees are the need of the hour.

REVIEW OF LITERATURE

The present study focuses in identifying the employee engagement practices among the bank employees and the impact of employee engagement practices on organizational commitment. Corporate Leadership Council (2004) defined employee engagement as “the degree to which employees commit to something or someone in their organization, shows how hard they work and how long they stay as a result of that commitment”. Many organizations believe that engagement is a leading source of competitive advantage. The study attempts to employee identify the engagement practices adopted by organization through literature reviews.

Employee engagement is “a heightened emotional connection that an employee feels for his or her organization that influences him or her to exert greater and a discretionary effort to his or her work” (Conference Board in Soldati, 2007). Employee feels engaged when they find motivation in their work, getting optimistic interpersonal support and also professional work environment. Engagement is the condition of emotional and intellectual commitment to a group or organization. Engaged employee means the person is fully involved in, and enthusiastic about, his or her work. On the other part Schaufeli *et al.*, (2004) define engagement “as a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption”. And further he states that engagement is not a brief and exact state, but quite it is “a more constant and enveloping affective-cognitive state that is not determined on any particular object, behaviour, individual or event”.

Kahn (1990) defines employee engagement as “the attachment of organization members’ self to their work roles; employ express themselves physically,

cognitively, and emotionally during role performances". The cognitive feature of employee engagement concerns employees' beliefs about the organization, its leaders and working conditions. The emotional aspect concerns how employees consider whether they have positive or negative attitudes toward the organization and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to complete their roles. Hence according to Kahn (1990) engagement means to be emotionally as well as physically present when occupying and performing an organizational role.

Often employee engagement has been defined as emotional and intellectual commitment to the organization (Baumruk, 2004; Shaw, 2005; Richman, 2006) or the amount of optional effort revealed by employees in their job (Frank *et al.*, 2004). Though it is acknowledged and accepted that employee engagement is a multi-faceted construct, as previously suggested by Kahn (1990). Truss *et al.*, (2006) define employee engagement simply as 'passion for work', an emotional state which is seen to include engagement.

Efficient talent management policies and practices demonstrate commitment to human assets and results in more engaged employees and lower turnover. Therefore, employee engagement has a large impact on employee productivity, talent retention and commitment level of employees. Employee engagement, actually, can create or break the bottom line.

Encouraging engagement among the employees is done by source of power: i.e. leader, team work, communication, benefits and development opportunities. Organization must be eager to obtain the workers commitment and passion with the company. This also can be done through building the trust between the employees and by open communication. Motivation, culture of respect, mentoring and feedback, professional and advancement development, appropriate reward, effective leadership, job expectations and tools for work responsibilities are some of the factors that afford to engage and retain the employees.

Welbourne, (2003) in his study identified that some employees have a sense of spirit to work even if they are treated unfairly in the work place. The hired employees coming to work and performing their roles do not bring long term competitiveness for the employer. Further the growth of the company goal is hindered when there is lack of development in ideas and challenges from talented people. Without programs the talent, capability and leadership of the employees cannot be identified. Due to this the organization growth and the profitability decreases.

The research by Gallup (2009) demonstrate that when employees are engaged in an organization they become productive, safer, profitable, increase the customer relationship and they stay longer in the company. Engaging employees is necessary to satisfy and understand the organization's vision. This has a direct impact on productivity, talent retention, financial results and customer satisfaction. There will

be a positive feedback when employer and employees have good communication. Open communication, job satisfaction, and training opportunities were found to be associated with the intention to leave an organization and employee commitment (Griffeth, Hom, and Gaertner 2000; Breukelen, 2004; Egan, Yang, and Barlett 2004; Firth, Mellor, Moore, and Loquet 2004; Benson, 2006; Joseph, Ng, Koh, and Gaertner 2007; Walsh, 2007).

Employee Engagement Practices

To gain further understanding of the varying levels of engagement expressed towards employee's roles, Kahn (1990) examined several disciplines. It was established that psychologists (Freud, 1922), sociologists (Merton, 1957; Goffman, 1961) and group theorists (Slater, 1966; Smith and Berg, 1987) had all accepted the idea that individuals are naturally hesitant about being members of ongoing group systems. As a result they "seek to keep themselves engaged from isolation by alternately pulling away and moving towards their organization" (Kahn, 1990). The terms Kahn (1990) uses to describe these tools are 'personal engagement' and 'personal disengagement', which refer to the "behaviours by which people bring in or leave out their personal character during work role performances".

Kahn (1990) and Maslach *et al.*, (2001) models indicate the psychological conditions or experience that are necessary for engagement, but they do not fully explain why individuals will respond to these conditions with varying degrees of engagement. According to Saks (2006), a strong theoretical basis for explaining employee engagement can be found in social exchange theory. This is reliable with Robinson *et al.*, (2004) description on engagement as a two-way relationship between the employer and employee.

Another model of engagement comes from the 'burnout' literature, which explains job engagement as the positive converse of burnout; it involves the attrition of engagement with one's job (Maslach *et al.*, 2001). According to Maslach *et al.*, (2001), six areas of work-life lead to burnout or engagement: workload, rewards and recognition, area and social support, apparent justice and values. They argue that job engagement is linked with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work. Like burnout, engagement is normal to mediate the link between work-life factors and various work outcomes. Holbeche and Springett (2003), argue that high levels of engagement can only be attained in workplaces where there is a shared intellect of destiny and purpose that connects people at an emotional level and raises their personal aspirations.

Saks (2006) argues that one way for individuals to pay back to their organization is through their level of engagement. In other words, employees will decide to engage themselves to altering degrees and in response to the resources they obtain

from their organization. Bringing oneself more into another one work roles and assigning greater amounts of cognitive, emotional, and physical resources is a very deep way for individuals to respond to an organization's actions as suggested earlier by the work of Kahn (1990). Thus, employees are more likely to exchange their engagement for resources and benefits provided by their organization.

Kahn (1990) undertook a qualitative study on the psychological conditions of employee's engagement and disengagement at work. Disengaged employees demonstrate incomplete role performances and were automatic, effortless, or robotic. The study revealed that there were three psychological conditions related with engagement or disengagement at work. They are meaningfulness, safety, and availability. He argued that people ask themselves three fundamental questions: (i) How meaningful is it for me to bring myself into this performance? (ii) How safe is it to do so? and (iii) How available am I to do so? He found that workers were more engaged at work when the situations that offered them were more psychological, meaningfulness and safety.

Key Drivers of Employee Engagement

The Conference Board published an article at 2006 on 'Employee Engagement a review of current research and its implication' on the basis of 12 major studies conducted by research firms such as Gallup, Towers Perrin, Blessing White, The Corporate Leadership Council and others. It came out that 4 of the studies state 8 key drivers of employee engagement out of a total of 26 key drivers collectively. They are:

- Nature of the job – employees should find their job challenging enough to motivate themselves
- Trust and integrity – managers should communicate well and go by their words
- Line of sight between employee performance and company performance – employee should have clear understanding as to how they contribute to the company's performance
- Career growth opportunities – employees should have clear career path and growth.
- Pride about the company – employees should feel esteemed by being associated with the organization
- Co-workers/team members – relationship with colleagues significantly increase employee engagement level
- Relationship with manager – the employee should be comfortable with his manager and value the relationship
- Employee development – the organization should take necessary steps for developing the knowledge, skills and attitude of the employees

There are few more drivers which added in increasing employee engagement such as:

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

Measuring Employment Engagement

As a part of measuring employee engagement, organizations come up with questions focussed to the employees that included what the employees expected in their work and whether their opinions at the work place seem to calculate (Crain Communications, 2009).

By measuring employee engagement, the employer shows their employees that he or she needs their feedback and thus they feel more valued and respected. Measuring gives the employers the insight into the aspects that influence employee's performance, loyalty, satisfaction and motivation (Neilly, 2008; Inforsurvey, 2009). Few "working models" of engagement are in use. Most research definite and view engagement from only one or two dimensions: how employees feel (their emotions toward the company, the work environment, the leadership, etc.) and/or how they propose to act in the future (will they stay, provide extra effort, etc.) (Neilly, 2009).

Variables for Measuring Employee Engagement

This research attempted to identify the employee engagement measures adopted in the organization. Employee engagement surveys focus in obtaining engagement metrics. This is in addition to the official and unofficial meetings, workers' focus groups, manager's interviews and finally the performance measures are instrumental in assessing the employees' engagement (CUNA, 2008). The study identifies the following factors for measuring employee engagement, namely job (Lawler and Hall, 1970), team building (Binkley, 2007; Higgins, 2007), immediate supervisor (Sirota Survey, 2006), communication (Daly *et al.*, 2003; Elving, 2005), rewards and development opportunities (Derrick Hardman, 2007) for employees to analysis their upwards and thinking that their commitment (Meyer and Allen, 1997) to the organization.

Job: The employees are engaged when they are aware of their jobs. Therefore it is very essential for an organization to focus that the job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job. Engagement is strongly associated with the existing construction of job involvement (Brown, 1996) and flow (Csikszentmihalyi,

1990). Job involvement is defined as ‘the degree to which the job position is middle to the persons his or her identity (Lawler and Hall, 1970). Kanungo (1982) stated that job involvement is a ‘Cognitive or belief state of emotional identification’. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy employee needs. Thus job involvement results from a cognitive decision about the needs fulfilling abilities of the job. Jobs in this picture are tied to one’s self image. Studies of Gallup, Mercer, Hewitt and Watson Wyatt (consulting companies) asked workers number of questions about their job. Gallup being one of oldest the consulting organization in conducting engagement survey creates a feedback system for employers that would identify and measure elements of worker job engagement mainly tied to the bottom line. In addition engagement involves the active use of emotions. Finally engagement may be considered as a sign to job involvement in that individual who experience deep engagement in their roles to identify with their jobs.

Team Work: Teamwork is the key to organizational success. To increase team engagement, the team members should be allowed to interact frequently and constantly so that longer term relationships are developed including cooperation and trust on each other. Teamwork is considered as an important feature in an organization and it should be offered by both the employees and the employer. Unfortunately this is one of the aspects that are nearly non existent in the work environment of many companies (Binkley, 2007; Higgins, 2007). A team is the unit of capable individuals that care about one another deeply. They are committed to organizations mission and are also motivated to use their knowledge and energy (Stowell, 2009). The employer is in the position to get better production for the employees when he or she builds team work capacity (Londrie, 2009). Centre for Management and Organization Effectiveness (2008) website states that teamwork may exercise some difficult challenges. However, it can still be able to have one direction, purpose and defined mission.

Immediate Supervisor: The employee engagement levels would be high if their superiors provide equal opportunities for growth and advancement to all the employees. Employers are willing to retain their workers as well as improve employee’s engagement in their companies. An employer’s job is to treat their workers with respect, dignity and also deal effectively with workers who are performing poor in the organization (Sirota Survey, 2006). When the employers engage with his or her employees and they are ready to treat well, then the latter will definitely make a difference for the organization (SAS Institute Inc., 2009). Employees are in expecting action that they would be encouraged to keep their morale high and motivate them to work at their best level and then they are sure that opportunities will finally come (Prosales, 2004). Robert Half International conducted a survey which revealed that good and talented employees quit their jobs when advance opportunities in an organization lacks. The employees who are

motivated by their employers do not predict to quit for other organization (Financial Post, 2009).

Communication: Communication is a very important component of engagement. And the company should follow the open door policy in communication. There should be both upward and downward communication with the use of appropriate channels in the organization. If the employee is given a state in the decision making and has the right to be heard by his boss then the engagement levels are likely to be high. These help employees find out what is going on within the company. They also help to create an environment of trust and honesty within the organization where they are able to talk openly. Various studies have emphasized that the role of internal communication is the effectiveness of organizational change (Daly *et al.*, 2003; Elving, 2005). Leader and the co-workers of an organization can engage their employees by encouragement. They should also communicate the organization's idea clearly and also provide challenging work with advancement opportunities. They should be ready to appreciate what their workers do and provide comment on the employees' functioning (Ambler, 2007; Yvette, 2009). The management should provide clear structure for the good performance, in terms of character and also promote the cultural responsibility (Crawford, 2008).

Rewards and Development Opportunities: "An incentive to reward good work is an attempt and test way of boosting staff morale and enhancing engagement." There are a range of tactics that employers can ensure that their incentive scheme hits the mark with workforce such as: setting practical targets, selecting the right rewards for incentive programme, communicating the scheme effectively and frequently, reward all achievers, encouraging sustained effort, present awards publicly and evaluate the incentive scheme regularly (Derrick Hardman, 2007). Planning valuable programs that include both monetary and non monetary incentives require an understanding of the organization's knowledge base and motivate employees to come to work, to be creative and develop knowledge. Several reward and recognition models are implemented by organizations including conventional compensation packages, executive compensation, perks, flexible compensation, and informal and formal recognition (Inskeep and Hall, 2008). For a few employees, appreciation of their knowledge performance may take the structure of providing career development programs that match the individual's career objective (Lazarova and Tarique, 2005).

Organizational Commitment: Commitment means by which individuals shape their personal identity and self-esteem (Anderson, 1993). The committed employees are not only likely as to stay with the organization, they are also expected to be actively engaged in developing firm specific skills and knowledge, to contribute creatively to improved work methods and for other innovative change (Beer *et al.*, 1984; Walton 1985; Kochan and Osterman 1994). Meyer and Allen

(1997), initiate that employees have a good relationship with their work group and have superior levels of commitment. They claimed that if employees are directly committed to their group, the overall organization commitment will be higher.

Many studies shows that employee commitment towards organization is strongly related to job performance (Ricketta, 2002) and to behavioural outcomes of the employees, such as turnover and absenteeism (Griffeth, Hom, and Gaertner, 2000. Meyer *et al.*, 2002). When employees are well committed, they have a tendency to identify their organization to be actively involved in the workplace (Allen and Meyer, 1990). In addition, as Allen and Meyer (1996) stated, “employees with strong affective commitment remain with the organization because they want to do so”.

Porter *et al.*, (1974) in his study identified that organizations require committed employees in order to face the worldwide competition. Organizational commitment is an emotional state that connects an employee to an organization. In their study Porter *et al.*, (1974) used two different approaches to define the commitment: One-dimensional approach and Multidimensional approach. According to One-dimensional approach, organizational commitment refers to the identification of the individual strength and the involvement of his or her in a particular organization. Porter *et al.*, (1974) stated that employees with lower level commitment were more likely to leave than balancing at working place.

Frank (1993) in his study identified absenteeism, performance, organizational citizenship and innovation in their organization as the variable that all instrumental for organizational commitment. Workplace experiences and outcomes affect their organizational commitment and career satisfaction, which are linked to customer satisfaction, loyalty, profitability, lower employee turnover and higher employee’s engagement and performance (Mowday *et al.*, 1979; Greenhaus *et al.*, 1990; Mathieu and Zajac, 1990; Igarria and Wormley, 1992; Abbasi and Hollman, 2000; Harter *et al.*, 2002; Morrison *et al.*, 2007).

Multidimensional approach views organizational commitment in three components – Affective, Continuance and Normative Commitment (Allen and Meyer, 1990; Meyer and Allen, 1997). Affective commitment defines as the employee’s positive emotional attachment to the organization. An employee will remain a part of the organization when he is effectively committed with the goals of the organization. The employee commits to the organization because he/she “wants to”. Continuance commitment refers to the fact that the employees need to stay with the organization because one has collected too many investments and leaving would therefore be very costly. The employee remains as member of the organization because he/ she “have to”. Normative commitment is considered by the employee’s belief that he or she is required to stay with a particular organization because of personal loyalty. The employee stays with the organization because he/ she “ought to” (Jafri, 2010).

The study explains the relationship between the engagement and the commitment of employees in their organization. The employee's with greater engagement, the more like "go the extra mile" and deliver excellent on their job performance. In addition, engaged employees may be more likely to commit and stay with their current organization (Daniel, 2004). According to Kaye and Jordan-Evans (2003) employees with the highest levels of commitment perform better and are less likely to leave the organization, which indicates that engagement is linked to employee commitment towards their organization.

Hypothesis 1: Higher the Employee Engagement practices higher the Organizational Commitment of employees towards the Bank

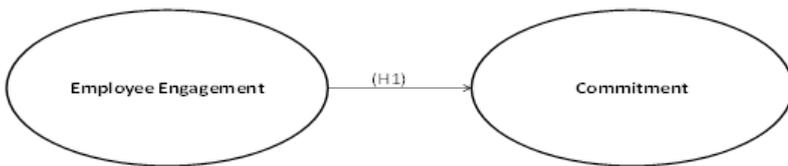


Figure-1: Theoretical Framework – Employee Engagement and Organizational Commitment

OBJECTIVES OF THE STUDY

The objectives of the study are:

- ▶ To find out the perception of the employees of varied demographic profile regarding the employee engagement practices.
- ▶ To measure the impact of employee engagement practices on Organizational commitment.

METHODOLOGY

The research purpose and research questions revealed that this study is descriptive in nature since this research attempted in identifying Employee Engagement practices adopted in the banks by using a questionnaire. Through large-scale survey the study used the collected data to identify the employee engagement level and later validated the hypothesis. Research questions were considered as the first and the most important condition for differentiating among the different research strategies. Since, this research used questionnaire to identify the employee engagement measures adopted by banks survey strategy was chosen. This research adopted quantitative approach. Since, the study focuses in identifying the employee engagement practices and validation of hypothesis deduced from literature reviews using quantified data.

Instrument Development and Validation: The study focuses in identifying the employee engagement practices adopted by Banks. Hence the instrument was developed on the basis of literature, which has variables regarding the job, team work, immediate supervisor, communication, rewards and development opportunities.

Since respondent's perception of the questions in the instrument may have variation care should be taken in designing and validating the research instruments in order to increase the confidence of the conclusions derived from the research. Straub and Carlson (1989) argued that insufficient attention was given for research instrument validations. Researchers and practitioners placed less confidence in the findings of research study that lacked validation. Hence, precedence of instrument validation before statistical conclusions strengthened empirical research findings.

Instrument Design and Development Methodology: Initially the identification of the constructs for five different variables representing the employee engagement practices was carried out with the literature reviews as the base. Later the questionnaire was developed. The items in the sub construct were tested for their validity and reliability. Testing the criterion and content validity of the instrument represented the next stage. Reliability testing and construct validation takes place respectively.

Identifying the constructs: Churchill Jr. (1979) suggested that to identify the domain constructs researchers should conduct a thorough literature review to understand the definitions of the constructs of interest and to identify an exhaustive list of factors. Following the above guidelines the constructs the five different variables: Job, Team building, Immediate Supervisor, Communication and Rewards and Development opportunities were identified through critical literature review. These specific areas were used for identifying the employee engagement practices adopted by bank. Table 1 describes the context of the constructs in this research.

Table 1: Constructs – Employee Engagement Practices

Constructs		No of Questions
Job (AJ)	The employee responsibilities and performance in the organization	11
Team work (TW)	The employee co-operation with the colleagues and senior management	7
Immediate supervisors (IS)	The motivation and the relationship between the employee and immediate supervisor	8
Communication (C)	The employee easy communication with the co-worker and top management	10
Rewards, recognition, promotion and development opportunities (RD)	Employee awareness of the developments program and benefits offered by the organization	29
Organizational Commitment (CM)	The employees attachment towards the organization	18

Having identified the constructs the individual items to be included in each of the construct that tend to measure the characteristics of the construct were identified. These individual items were generally a range of questions that would well bring out the characteristics of the identified construct. Each construct were generated mainly based on the literature reviews, theoretical concepts and construct definitions and worded in a simple manner.

Following the above guidelines the survey instrument was developed. The instrument comprised five variables. Part 1 includes factors about the Job (AJ), Part 2 that of Team Work (TW), Part 3 that of Immediate Supervisor (IS), Part 4 that of Communication (C), Part 5 that of Rewards and development opportunities (RD), Part 6 that of Commitment (CM). Each construct had individual items ranging from 7 to 26. The items (questions) included in the instrument reflected the employee engagement practices adopted by banks. The instrument also contained questions to elicit response related to the demographic profile of the respondents.

These items were measured along the standard measurement scale (Five-point scale of Likert) ranging from “5” - Strongly agree to “1” - Strongly disagree. The scale measured the extent to which respondents thought each item reflected their view regarding the employee engagement practices adopted by banks. Table 2 brings out the description of the instrument before purification.

Ensuring the Content Validity of the instrument: Nunnally and Bernstein (1994) had suggested that one of the most important ways to establish the “scientific utility of a measuring instrument” was to establish the content validity. Content validity measured the degree to which items in an instrument reflected the content universe to which the instrument would be generalized (Cronbach, 1971; Rogers, 1995). One of the common methods to establish the content validity was through discussion and arriving at consensus with expert judges or panels (Lawshe, 1975; Guion, 1978; Tittle, 1982; Bohrnsted, 1983; Lynn, 1986; Hambleton and Rogers, 1991). Members of the panel would be able to justify that the questions in that construct pertained to that construct and tend to measure the characteristics of that construct.

Content validity was established using two practitioners and two academicians the instrument was pre-tested to ensure content validity. Members of the panel provided feedback about whether the questions were able to bring out the characteristics of the construct to which they belonged, the clarity of the questions and the length of the questionnaire. The discussions led to rewording three questions making them clearer and restructured the layout.

Question in the construct Job “There is opportunities for employees to learn and grow” was reworded as “I have opportunities to learn and grow”. Question in the construct Immediate Supervisor “My supervisor gives me feedback and guides me at work” was reworded as “My supervisor provides me with feedback

and guidance". Question in the construct Rewards, recognition, promotion and development opportunities "The benefits are given fairly and reasonable to the employees" needed clarity. Hence the question was reworded as "The benefits offered now are fair and reasonable". Accordingly, the questions were modified based on the feedback provided by the panel thus strengthening the constructs and thereby ensuring content validity.

Testing the Reliability of the constructs: Reliability of the instrument was ensured after ensuring the criterion and content validity of the constructs, sequence of the questions in each construct and the inference of the questions through literature review and expert opinion. This needed empirical data. Consequently, a sample of sixty respondents from three different types of banks namely nationalized, private and foreign banks was contacted to validate the instrument. Since, qualities of respondents were likely to be the prime important factor in an empirical study care was taken in choosing the respondents for the research.

Reliability is the degree to which measurements are free from error and therefore yielded consistent results. According to Carmines and Zeller (1979) reliability concerned the extent to which an experiment, test or any measuring procedure yielded the same results on repeated trials. As a pre-requisite for reliability analysis Churchill (1979) emphasized the need to purify the items (i.e., getting rid of "garbage items"). Purification of constructs were done by examining the corrected item total correlation (CITC) score of each item of a construct and deleting items with a score of less than zero and any item that produced a substantial or sudden drop in CITC scores (Cronbach, 1951). The CITC score was a good indicator of how well each item contributed to the internal consistency of a particular construct as measured by the Cronbach's Alpha (α) coefficient. The low CITC score suggested that some items did not share equally in the common core and therefore needed elimination. Items with CITC scores below 0.5 also needed deletion unless there were clear reasons for keeping the items in spite of low item-to-total correlation. On the other hand, certain items with CITC scores above 0.50 were also removed if their deletion could dramatically improve the overall reliability of the specific dimension. This was determined by examining the "Alpha if deleted" score.

After purification by eliminating the unwanted items the instrument reliability was ensured. Cronbach's Alpha (α) served as a good measure for ensuring construct reliability. Following the guidelines established by Nunnally (1978) this research considered an Alpha score of higher than 0.70 as acceptable. Following the above guidelines the constructs pertaining to the activities of employee engagement were purified.

Purification of Constructs: The purification was carried out by removing the unrelated items using the CITC scores. The following tables bring out the purification results of the constructs pertaining to identify the employee engagement measure adopted in the banks.

Table 2: Purification of the construct Job

Items	1		2		3		4	
	CITC	Alpha if item deleted						
AJ1	0.486	0.782	0.493	0.784	0.466	0.791	0.427	0.798
AJ2	0.530	0.777	0.561	0.775	0.595	0.773	0.619	0.768
AJ3	0.605	0.773	0.623	0.773	0.602	0.777	0.575	0.780
AJ4	0.486	0.782	0.500	0.783	0.515	0.784	0.552	0.779
AJ5	0.543	0.776	0.552	0.777	0.558	0.779	0.575	0.776
AJ6	0.488	0.785	0.512	0.785	0.566	0.780	0.589	0.776
AJ7	0.433	0.788	0.405	0.794	0.394	0.799	0.369	0.805
AJ8	0.597	0.774	0.566	0.779	0.540	0.785	0.507	0.789
AJ9	0.248	0.803						
AJ10	0.303	0.798	0.262	0.806				
AJ11	0.391	0.792	0.368	0.797	0.309	0.806		
ALPHA	0.801		0.803		0.806		0.806	

Regarding the construct ‘Job’ consisted of eleven items. The Cronbach’s Alpha was 0.801. Among the items, item AJ9 (I have enough resources to get my job) had the least CITC score of 0.248. Hence deletion of the above item represented stage I in the purification process leading to an Alpha of 0.803. Among the remaining items, item AJ10 (I have the materials and equipments I need to do my job efficiently) had the least score of 0.262. Therefore, deletion of item AJ10 represented stage II in the purification process yielding an Alpha value of 0.806. Further examination of the items in the construct revealed that item AJ11 (I received the information and communication I need to do my job) had a CITC score of 0.309 and deletion of the above item would result in an Alpha value of 0.806. Thus, deletion of the three items purified About the Job construct with an increase in Alpha score to 0.806 from 0.801.

Table 3: Purification of the construct Team Work and Communication

Team Work			Communication		
Items	CITC	Alpha if item deleted	Items	CITC	Alpha if item deleted
TW1	0.702	0.855	C1	0.560	0.783
TW2	0.616	0.865	C2	0.676	0.793
TW3	0.596	0.865	C3	0.658	0.796
TW4	0.763	0.843	C4	0.516	0.788
TW5	0.685	0.856	C5	0.497	0.79
TW6	0.714	0.852	C6	0.48	0.792
TW7	0.591	0.866	C7	0.524	0.808
ALPHA	0.875		C8	0.55	0.804
			C9	0.672	0.770
			C10	0.519	0.788
			ALPHA	0.808	

Constraints in Team Work consisted of seven items. The Cronbach's Alpha was 0.875. There was no need of deletion in any items and also deletion of any item will result in decreased value of alpha. Hence, this construct had no deletion in number of items. Constraints in Communication consisted of ten items. The Cronbach's Alpha was 0.808. There was no need of deletion of any items and also deletion of any item will result in decreased value of alpha. Hence, this construct had no deletion in number of items.

Table 4: Purification of the construct Immediate Supervisors

Q.No	1		2	
	CITC	Alpha if item deleted	CITC	Alpha if item deleted
IS1	0.454	0.893		
IS2	0.665	0.875	0.637	0.883
IS3	0.685	0.874	0.704	0.876
IS4	0.79	0.864	0.768	0.869
IS5	0.523	0.886	0.502	0.894
IS6	0.825	0.865	0.829	0.867
IS7	0.821	0.861	0.821	0.863
IS8	0.463	0.891	0.499	0.895
IS9	0.612	0.880	0.636	0.883
ALPHA	0.889		0.893	

Immediate Supervisor construct consisted of nine items. The Cronbach's Alpha was 0.889. Among the items, item IS1 (The leaders in this organization are role models) had the least CITC score of 0.454. Hence deletion of the above item represented stage I in the purification process leading to an Alpha of 0.893. Thus, deletion of the one items purified Immediate Supervisor construct with an increase in Alpha score to 0.889 from 0.893.

Table 5: Purification Construct Rewards and Development Opportunities

Q.No	1		2		3		4	
	CITC	Alpha if item deleted						
RD1	0.364	0.932	0.350	0.933	0.353	0.929	0.362	0.929
RD2	0.233	0.934						
RD3	0.330	0.932	0.324	0.934	0.328	0.929	0.335	0.930
RD4	0.398	0.932	0.398	0.933	0.392	0.928	0.410	0.929
RD5	0.360	0.932	0.349	0.933	0.337	0.929	0.335	0.930
RD6.a	0.265	0.933	0.280	0.934	0.265	0.929	0.285	0.930
RD6.b	0.490	0.931	0.493	0.932	0.482	0.927	0.502	0.928
RD6.c	0.652	0.929	0.667	0.930	0.645	0.925	0.663	0.925
RD6.d	0.319	0.928	0.229	0.933				
RD6.e	0.689	0.928	0.668	0.930	0.665	0.924	0.652	0.926
RD6.f	0.586	0.930	0.580	0.931	0.563	0.926	0.558	0.927

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RD6.g	0.641	0.929	0.647	0.93	0.637	0.925	0.648	0.926
RD6.h	0.596	0.930	0.600	0.931	0.590	0.926	0.589	0.927
RD6.i	0.588	0.930	0.583	0.931	0.587	0.926	0.585	0.927
RD6.j	0.576	0.930	0.579	0.931	0.574	0.926	0.573	0.927
RD7.a	0.628	0.929	0.615	0.930	0.613	0.925	0.598	0.926
RD7.b	0.514	0.931	0.507	0.932	0.509	0.927	0.483	0.928
RD7.c	0.256	0.933	0.248	0.933	0.253	0.934		
RD7.d	0.576	0.930	0.581	0.931	0.587	0.926	0.567	0.927
RD7.e	0.670	0.929	0.672	0.930	0.673	0.925	0.669	0.926
RD7.f	0.495	0.931	0.517	0.932	0.524	0.927	0.542	0.927
RD7.g	0.649	0.929	0.655	0.930	0.665	0.924	0.675	0.925
RD7.h	0.480	0.931	0.495	0.932	0.496	0.927	0.511	0.928
RD7.i	0.725	0.928	0.709	0.929	0.711	0.924	0.696	0.925
RD7.j	0.548	0.930	0.541	0.932	0.545	0.927	0.526	0.928
RD7.k	0.718	0.928	0.72	0.929	0.722	0.923	0.701	0.925
RD7.l	0.698	0.928	0.703	0.929	0.701	0.924	0.709	0.925
RD7.m	0.579	0.930	0.586	0.931	0.599	0.926	0.609	0.926
RD7.n	0.620	0.929	0.626	0.930	0.631	0.925	0.641	0.926
ALPHA	0.932		0.933		0.933		0.934	

Rewards, Recognition, Promotion and Development Opportunities construct consisted of twenty nine items. The Cronbach's Alpha was 0.932. Among the items, item RD2 (Promotion are handling fairly in my company) had the least CITC score of 0.233. Hence deletion of the above item represented stage I in the purification process leading to an Alpha of 0.933. Among the remaining items, item RD6.d (Long-Term Care Insurance) had the least score of 0.229. Therefore, deletion of item RD6.d represented stage II in the purification process yielding an Alpha value 0.933. Further examination of the items in the construct revealed that item RD7.c (Telecommuting/ Work at Home) had the least CITC score of 0.253 and deletion of the above item would result in an Alpha value of 0.934. Thus, deletion of the three items purified the Rewards, Recognition, Promotion and Development Opportunities construct with an increase in Alpha score to 0.932 from 0.93

Ensuring the Construct Validity of the constructs: Construct validation measured how well the test or measure reflected the target construct (Cronbach and Meehl, 1955) and was ensured through convergent and discriminant validity (Fornell and Larcker, 1981). Convergent validity measured the extent to which each item in a construct correlated with other items in the same construct. According to Chau (1997) high inter-item correlation within each construct indicated convergent validity.

The convergent validity for each constructs was determined by comparing the average variance extracted (AVE) values and their correlation coefficients with the other latent constructs. The AVE represented the proportion of overall variance in

the items of a latent construct that was explained by the latent construct itself. AVE represented the average squared loading (i.e. average communality) of the items constituting a latent construct. A latent construct was deemed to have acceptable convergent validity if it had an AVE greater than 0.5 and was deemed to have acceptable discriminate validity if it shared more variance with its own items than with other constructs (Chin, 1998).

Convergent validity was ensured using Partial Least Square Method (PLS) a Structural Equation Modeling (SEM) technique (Bagozzi and Fornell, 1982). Convergent validity were assessed by checking whether the AVE of each construct was greater than 50 percent and composite reliability greater than 70 percent (Fornell and Larcker, 1981; Diamantopoulos and Winklhofer, 2001; Rossiter, 2002).

Following the above guidelines the convergent validity of the constructs was tested. Table 6 gives the convergent validity scores i.e., AVE and composite reliability values for all the constructs. Table 6 revealed that all the constructs had their AVE values greater than 85 percent and composite reliability greater than 90 percent thereby revealing no problems of convergent validity.

Table 6a: Reliability of the constructs

Construct	AVE	Composite Reliability	Cronbach's Alpha (Reliability)
AJ	0.858593	0.485226	0.806314
TW	0.908713	0.588497	0.875202
IS	0.916297	0.582588	0.892879
C	0.852981	0.473378	0.808340
RD	0.935935	0.369511	0.929618
CM	0.800713	0.512497	0.820257

Table 6b: Factor Structure Matrix of Loadings and Cross Loadings

Scale Items	AJ	TW	IS	C	RD
AJ1	0.5729	0.3203	-0.0470	0.2788	0.0742
AJ2	0.7502	0.3549	0.4104	0.5612	0.6607
AJ3	0.7139	0.4639	0.2817	0.2492	0.2942
AJ4	0.6875	0.2710	0.5447	0.6734	0.2287
AJ5	0.7229	0.3565	0.3725	0.3737	0.4749
AJ6	0.7422	0.5603	0.6209	0.6218	0.4464
AJ7	0.5060	0.2947	0.1257	0.1639	0.1594
AJ8	0.6309	0.3794	0.3782	0.3396	0.1829
TW1	0.4138	0.8208	0.3163	0.2809	0.1557
TW2	0.4813	0.7040	0.5288	0.5594	0.5973
TW3	0.3319	0.7487	0.3238	0.3065	0.0670
TW4	0.4338	0.8690	0.3870	0.4435	0.2486

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Scale Items	AJ	TW	IS	C	RD
TW5	0.4583	0.7666	0.6255	0.5786	0.6490
TW6	0.5514	0.8281	0.4586	0.5319	0.2757
TW7	0.4078	0.7083	0.6145	0.3798	0.2321
IS2	0.4536	0.4836	0.7504	0.5717	0.3466
IS3	0.3491	0.4093	0.7929	0.5152	0.3509
IS4	0.5499	0.5816	0.8598	0.6788	0.4631
IS5	0.4073	0.3279	0.6095	0.5881	0.3660
IS6	0.4318	0.5012	0.8988	0.7488	0.4429
IS7	0.4927	0.5545	0.8933	0.6916	0.3759
IS8	0.1665	0.2336	0.6061	0.4733	0.1864
IS9	0.3538	0.4875	0.7379	0.5814	0.4942
C1	0.3399	0.5491	0.4694	0.7019	0.3836
C2	0.4090	0.3768	0.5438	0.5798	0.4568
C3	0.2635	0.2364	0.4447	0.5681	0.3866
C4	0.3214	0.1642	0.4672	0.6219	0.2597
C5	0.4307	0.3847	0.5301	0.6353	0.2367
C6	0.2835	0.1479	0.2818	0.6223	0.0778
C7	0.1343	0.1571	0.5087	0.5284	0.2923
C8	0.4606	0.2919	0.2550	0.4913	0.1655
C9	0.6232	0.6138	0.6741	0.8049	0.3627
C10	0.5201	0.4234	0.6600	0.6778	0.3573
RD1	0.1241	0.2266	0.2314	0.1572	0.4021
RD3	0.3270	0.2405	0.0208	0.0698	0.3743
RD4	0.4155	0.3568	0.2059	0.1294	0.4502
RD5	0.2678	0.1902	0.1270	0.2166	0.3645
RD6a	-0.0752	-0.1459	-0.0343	-0.0303	0.3274
RD6b	0.1676	0.2426	0.2300	0.2868	0.5429
RD6c	0.2812	0.1450	0.1851	0.2499	0.7224
RD6e	0.4785	0.3984	0.4933	0.4732	0.7113
RD6f	0.3171	0.3364	0.1603	0.1257	0.6194
RD6g	0.1609	0.3073	0.2255	0.2740	0.7107
RD6h	0.2545	0.3500	0.3103	0.2210	0.6438
RD6i	0.4017	0.2149	0.3902	0.4206	0.6481
RD6j	0.4402	0.1331	0.1779	0.2506	0.6347
RD7a	0.4889	0.3557	0.4786	0.5047	0.6422
RD7b	0.4418	0.3528	0.4785	0.5183	0.5301
RD7d	0.1975	0.1110	0.3587	0.2610	0.6226
RD7e	0.2908	0.1974	0.3971	0.3257	0.7158
RD7f	0.2613	0.1274	0.2158	0.3589	0.5925
RD7g	0.4138	0.3635	0.5179	0.5858	0.7192
RD7h	0.3217	0.2679	0.1627	0.2987	0.5582

Scale Items	AJ	TW	IS	C	RD
RD7i	0.5472	0.4968	0.4379	0.4296	0.7453
RD7j	0.4099	0.3559	0.4767	0.3623	0.5841
RD7k	0.1366	0.2288	0.3852	0.1867	0.7500
RD7l	0.1911	0.2269	0.3205	0.2035	0.7555
RD7m	0.3166	0.1398	0.2519	0.2673	0.6673
RD7n	0.2886	0.1282	0.3705	0.3377	0.7029

The factor structure matrix of AJ, TW, IS, C and RD revealed that the items in the constructs were loaded highly on their respective constructs than on other constructs thereby ensuring construct validity.

Table 7: Description of the instrument after Purification

Construct	Construct code	Number of Questions	
		Before purification	After purification
About the Job	AJ	11	8
Team work	TW	7	7
Immediate supervisors	IS	8	8
Communication	C	10	10
Rewards, recognition, promotion and development opportunities	RD	29	26
Organizational Commitment	CM	18	18
Total number of questions		83	77

Sampling and target population: According to Malhotra and Birks, (2003) researchers should define the target population in terms of elements, sampling units, extent and time. An element is an object from which information was desired. In survey strategy the element is usually the respondent. A sampling unit is a unit that contained the element that was available for selection at some stage of the sampling process. Extent referred to the geographical boundaries of the research and time referred to the period under consideration.

The population for the study covers the bank employees of Nationalized, Private and Foreign Banks in India. The present research felt the population too exhaustive and hence as a representation of the banking sector in India the study identified its sampling frame as those Banks in Coimbatore city. Consequently, the study identified the bank both in rural and urban areas of Coimbatore city. The study adopted convenience sampling for the selection of banks. The respondents for the research comprised employees of the banks and were chosen at random. The numbers of respondents included in this research from these banks were:

Banks	Nationalized	Private	Foreign
Number of respondents	83	84	93

- ▶ Element : Employees from the Banks
- ▶ Sampling unit : Employees in Nationalized, Private and Foreign banks
- ▶ Extent : Banks within the boundaries of Coimbatore city
- ▶ Time : March 2017 to July 2017

Data collection: The respondents were contacted in person and the significance of the study was explained to them before administering the questionnaire. Sufficient time was given to the respondents for filling up the questionnaire. While collecting back the questionnaires it was ensured that all the questions were answered and no question was left unanswered.

Statistical analysis: The collected data was analysed using percentage analysis, cross tabulation, descriptive statistics, ANOVA, and Path Modelling using Visual PLS 1.04bl software.

ANALYSIS AND DISCUSSION

This section presents the analysis of the data that was collected from the banks employees. Analysis is presented in five sections. The first section presents the demographic profiles of the respondents, the second one cross tabulation, the third section discusses the result of descriptive statistics and the fourth section the analysis of variance and t-test and the last one the result of model validation.

Demographic profile of the respondents: The table 8 depicts the demographic profile of the respondents.

Table 8: Demographic Profile of Respondents

Demographic profile	Description	Frequency	Percentage
Gender	Male	144	55.4
	Female	116	44.6
Age	Less than 30yrs	162	62.3
	30-40yrs	56	21.5
	41-50yrs	37	14.2
	More than 50yrs	5	1.9
Designation	Top level manager	18	6.9
	Senior level manager	26	10.0
	Middle level manager	123	47.3
	Junior level manager	59	22.7
	Clerical	34	13.1
Experience	Less than 5yrs	157	60.4
	6-10yrs	50	19.2
	11-15yrs	21	8.1
	16-20yrs	17	6.5
	More than 21yrs	15	5.8

Demographic profile	Description	Frequency	Percentage
Education	Under graduate	38	14.6
	Post graduate	144	55.4
	Professional	78	30.0
Bank type	Nationalized	83	31.9
	Private	84	32.3
	Foreign	93	35.8
Location	Rural	150	57.7
	Urban	110	42.3

55.4% of the respondents are male and remaining 44.6% respondents are female. Majority of the respondents 62.3% are under the age of less than 30 years, 21.5% of the respondents are between 30-40 years and minimum of 1.9% of the respondents are above 50 years. 47.3% of the respondents are in the middle level, 22.7% at junior level and 6.9% of respondents from top level with respected of their designation. 60.4% of the respondents have experience below 5 years, 19.2% of the respondent under 11-15 years and 5.8% of respondents have experience more than 21 years. Majority of the respondents 55.4% are post graduates, 30% are professionals and 14.6% respondents are under graduates. The respondents from Nationalized Bank are 31.9%, Private Bank is 32.3% and Foreign Bank is 35.8%. 57.7% of the respondents work in banks in rural area and remaining 42.3% in urban area.

Cross tabulation: The Cross tabulation procedure forms two-way and three-way representation of data and provides measures of association for two-way and three-way tables.

Table 9: Cross Tabulation of Location of banks and Bank Type

Location	Bank type			Total
	Nationalized	Private	Foreign	
Rural	41	49	60	150
Urban	42	35	33	110
Total	83	84	93	260

From the Table 9 it is clear that of the 260 banks 150 banks are located in rural area of which 60 are foreign banks, 49 are private banks and 41 are nationalized banks. 110 banks located in rural area of which 42 are nationalized banks, 35 are private banks and 33 are foreign banks.

Table 10: Cross Tabulation of Designation, Bank Type and Location of banks

Location			Bank type			Total
			Nationalized	Private	Foreign	
Rural	Designation	Top level	5	5	3	13
		Senior level	8	7	5	20
		Middle level	11	9	50	70
		Junior level	11	15	2	28
		Clerical	6	13	0	19
	Total	41	49	60	150	
Urban	Designation	Top level	0	5	0	5
		Senior level	0	5	1	6
		Middle level	9	19	25	53
		Junior level	20	4	7	31
		Clerical	13	2	0	15
	Total	42	35	33	110	

- From the table 10 is clear that maximum of 70 respondents working in rural banks are designated at middle level of which 50 respondents are in foreign banks, 11 respondents in nationalized banks and 9 respondents in private banks. Minimum of 13 respondents are designated in the top level of which 5 respondents are in nationalized banks as well as private banks and 3 respondents are foreign banks.
- Maximum of 53 respondents working in the urban banks area are designated at middle level of which 25 respondents are in foreign banks, 19 respondents in private banks and 9 respondents are in nationalized banks. Minimum of 6 respondents are at senior level of which 5 respondents are private banks, 1 respondent in foreign bank and there is no respondent are at nationalized banks. 5 respondents are from top level work in private banks.

Table 11: Cross Tabulation of Gender, Bank Type and Location of bank

Location			Bank type			Total
			Nationalized	Private	Foreign	
Rural	Gender	Male	30	29	31	90
		Female	11	20	29	60
	Total	41	49	60	150	
Urban	Gender	Male	21	18	15	54
		Female	21	17	18	56
	Total	42	35	33	110	

From the table 11 it is clear that 90 respondents working in banks in rural area are male of which 31 respondents are in foreign banks, 30 respondents in nationalized banks and 29 respondents in private banks. 60 respondents are female

of which 29 working in foreign banks, 20 in private banks and 11 in nationalized banks. 56 respondents working in banks in urban area are female of which 21 work in nationalized banks, 18 in foreign banks and 17 respondents in private banks. 54 respondents are male of which 21 working in nationalized banks, 18 in private banks and 15 in foreign banks.

Descriptive statistics: The descriptive procedure displays univariate summary statistics for several variables in a single table and calculates standardized values (z scores). Table 12 gives the descriptive score with regards to the employee engagement practices adopted by banks.

Table 12: Descriptive Statistics

Variables	Mean	Std. Deviation
JOB		
My work responsibilities are reasonable	4.19	.797
My participation and views in this organization are valued	3.85	.888
I have opportunities to learn and grow	4.26	.582
My contributions are received positively	3.92	.882
I regularly receive recognition/praise for doing good work	3.79	.812
All employees in this organization are treated equally	3.66	1.059
I am proud and happy to work for this organization	4.30	.786
I am involved in the performance of the organization	4.23	.590
TEAM WORK		
The people I work with help each other when needed	3.98	.686
My co-workers and I share information and new ideas	3.77	1.011
My co-workers do their work best	3.78	.924
I enjoy working with my co-workers	4.05	.864
I trust my colleagues and senior management	3.73	1.061
The people here are pleasant and co-operative to work with.	3.92	.730
There is someone at work who encourages my development.	4.10	.757
IMMEDIATE SUPERVISOR		
My bosses motivate me	4.11	.894
My team leader/manager treats me fairly	3.91	.766
I can freely approach my team leader/manager with problem	4.01	.971
My team leader/manager handles my work-related issues satisfactorily	3.98	.683
There is good communication between me and my team leader/manager	4.06	.738
My supervisor provides me with feedback and guidance.	3.90	.961
My supervisor helps me know what is expected of me.	3.98	.852
My supervisor cares about me as a person.	3.90	.813

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A study among Bank employees in Coimbatore City

Variables	Mean	Std. Deviation
COMMUNICATION		
Communication forums to provide regular feedback to all people, including team meetings, conferences and “away days”	3.66	.834
In-house magazines are available in my bank	3.64	.847
On-line communications, including discussion boards and blogs by bank personnel including senior management	3.60	1.014
Monthly updates on corporate goals and directions	3.74	.713
Regular employee opinion and satisfaction surveys	3.50	.850
I can communicate directly with my bosses’	3.83	.786
I can easily communicate with my bosses and co-workers	3.93	.721
I can trust what my management tells me	3.83	.593
I feel free of offer comments and suggestion	3.78	.803
I feel that action are taken on suggestions given by me	3.53	.753
REWARD AND DEVELOPMENT OPPORTUNITIES		
I am aware of the promotion opportunities in my company	4.28	.767
My career path is clearly established	4.10	.705
I am confident that I can get ahead in this organization because of my merit.	4.25	.725
The benefits offered now are fair and reasonable.	3.98	.719
Leave benefits including sick, vacation, personal, paid holidays	4.59	.565
Retirement plan	3.85	.836
Health and related benefits health insurance, vision, dental, prescription	3.97	1.078
Tuition Reimbursement	3.47	1.147
Deferred Compensation	3.56	.829
Employee Assistance Program EAP	3.68	.907
Lifeworks resource and referral	3.68	.975
Stock ownership and profit sharing	3.43	.879
Good performance awards	3.88	.749
Alternative Work Schedule AWS	3.37	1.203
Voluntary Reduction in Work Schedule VRWS	2.97	1.034
Wellness Programs	3.28	.976
Mentoring	3.42	.798
Coaching	3.61	.865
Job Rotation	3.52	1.045
New Assignments	3.74	1.048
Help with career planning	3.39	1.062
On-site day care	3.11	1.167
Employee Suggestion Program	3.30	1.140
Education opportunities	3.61	1.205

Variables	Mean	Std. Deviation
Job related training opportunities	3.96	.943
Performance Appraisal	3.66	1.059
ORGANIZATIONAL COMMITMENT		
It would be very hard for me to leave my organization right now, even if I wanted to	3.57	.974
I do not feel any obligation to remain with my current employer.	3.43	1.204
I would be very happy to spend the rest of my career with this organization.	3.55	1.249
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	3.08	.981
Even if it were to my advantage, I do not feel it would be right to leave my organization now.	3.62	.837
I really feel as if this organization's problems are my own.	3.11	1.214
Right now, staying with my organization t is a matter of necessity as much as desire.	3.67	1.043
I do not feel a strong sense of "belonging" to my organization.	2.81	1.205
I feel that I have too few options to consider leaving this organization.	2.65	1.110
I do not feel "emotionally attached" to this organization.	2.92	1.098
I would feel guilty if I left my organization now.	3.08	1.059
I do not feel like "part of the family" at my organization.	2.71	1.115
This organization deserves my loyalty.	3.34	1.170
If I had not already put so much of myself into this organization, I might consider working elsewhere.	3.03	1.028
I would not leave my organization right now because I have a sense of obligation to the people in it.	3.28	.839
This organization has a great deal of personal meaning for me.	3.46	1.106
Too much of my life would be disrupted if I decided I wanted to leave my organization now.	3.22	.983
I owe a great deal to my organization.	3.59	.944

The table 12 reveals that,

- The mean value for the variable of Leave benefits including sick, vacation, personal, paid holidays provided by banks is 4.59 greater which implies that employees are in high agreement with this employee engagement practices adopted by the banks.
- Mean values of all the items under the construct About the Job, Team work, Immediate supervisor and Communication is between 3.5 and 4.5 which indicates employees express their agreement for the adoption of common employee engagement practices by banks
- The mean value for the variables employee's tuition reimbursement, stock ownership and profit sharing , there is alternative work schedule , wellness program, mentoring , help with career plan, on-site day care, employee

suggestion program , they do not feel any obligation to remain with my current employer, employee feel as if this organization’s problems are their own, organization deserves employee loyalty, employees not leave my organization though they are committed, employees are too disrupted to leave organization now, the voluntary reduction in work schedule and the for the negative variables like employees feel that they are a part in the organization , they have no option for leaving the organization , the employees are emotionally attached with their Banks, employees feel as they are a part of the family at the organization , the voluntary reduction in work schedule falls between 3.5 to 2.5 which implies the employee express neither agreement nor disagreement with the above employee engagement practices that are adopted by the banks.

One-way analysis of variance: One way analysis of variance brings out the significant difference in the perception of employees of varied demographic profile regarding the study variables.

Table 13: ANOVA – Study Variables and Demographic Factors

Variable/ Demographic Factor	Age		Designation		Experience		Education		Bank Type		Location of Bank	
	F	Sig.	F	Sig.	F	Sig.	F	Sig.	F	Sig.	F	Sig.
Job	.761	.517	.875	.479	.570	.685	2.957	.054	1.600	.204	2.743	.099
Team work	1.559	.200	1.012	.402	.646	.094	.094	.911	1.420	.244	1.631	.106
Immediate Supervisor	1.027	.381	.125	.973	.384	.820	1.233	.293	1.407	.247	1.925	.166
Communication	.656	.580	1.758	.138	.425	.791	2.143	.119	.541	.583	.226	.635
Rewards and Development opportunities	1.660	.176	1.759	.138	.899	.465	7.075	.001	2.982	.052	1.250	.265
Organizational Commitment	1.048	.372	.986	.416	2.716	.030	10.044	.000	1.084	.340	.167	.683

Testing at 5% level of significance table 13 reveals that, there is significant difference in the perception among the employees of varied Experience for the variable Organizational Commitment (F=2.716; p=0.030); Education and Rewards and Development opportunities (F=7.075; p=0.001); and Organizational Commitment (F=10.044; p<0.000). Hence to find out which group of respondents differ in their perception from the others Post Hoc Analysis Tukey’s B is performed.

Table 14: Tukey's B - Organizational Commitment and Experience

Experience	N	Subset for alpha = 0.05	
		Subset 1	Subset 2
Less than 5yrs	15	3.0889	
6-10yrs	17	3.0948	
16-20yrs	50	3.1422	
More than 21yrs	157	3.2505	
11-15yrs	21		3.4815

The table 14 reveals that the perception of the employees of varied experience for the variable Organizational Commitment has two subsets. Subset 1 includes employees with experience of less than 5yrs ($M=3.0889$), 6-10yrs ($M=3.0948$), 16-20yrs ($M=3.1422$) and more than 21yrs ($M=3.2505$) and have a mean value compared to respondents with experience more than 11-15yrs ($M=3.4815$).

Table 4.15: Tukey's B - Rewards and Development Opportunities and Education

Education	N	Subset for alpha = 0.05	
		Subset 1	Subset 2
Post graduate	144	3.6082	
Under Graduate	78	3.6741	
Professional	38		3.9534

The table 15 reveals that the perception of the employees regarding the variable Rewards and development opportunities based on their educational qualification has two distinct subsets. Subset 1 includes employees who are post graduates ($M=3.6082$) and under graduates ($M=3.6741$) and they have a low mean value compared to professionals ($M=3.9534$).

Table 4.16: Tukey's B - Organizational Commitment and Education

Education	N	Subset for alpha = 0.05	
		Subset 1	Subset 2
Under Graduate	78	3.1425	
Post graduate	144	3.1956	
Professional	38		3.5322

The table 4.16 reveals that the perception of the employees regarding the variable Organizational Commitment across varied education qualification has two distinct subsets. Subset 1 includes employees who are under graduates ($M=3.1425$) and post graduates ($M=3.1956$) having a low mean perception compared to Professionals ($M=3.5322$).

Model validation results: The conceptual model were estimated using PLS latent path model developed by Wold (1982) and as implemented by Lohmoller (1989). The study operationalized to measure the impact of Employee Engagement practices Commitment.

Hypothesis 1: Higher the Employee Engagement practices higher the Organizational Commitment of employees towards the Bank.

Bootstrapping was done with all the 260 cases and with 500 samples as re-sampling option. The model was estimated at 5 percent level of significance. Hence, a T value greater than 1.96 indicates significant relationship between the variables. Table 4.17 brings out the results of bootstrapping.

Table 4.17: Results of Model validation

Path	Entire Sample estimate	Mean of Subsamples	T-Statistic	Result
Employee Engagement on Organizational Commitment	0.5160	0.5356	13.9904	Hypothesis accepted

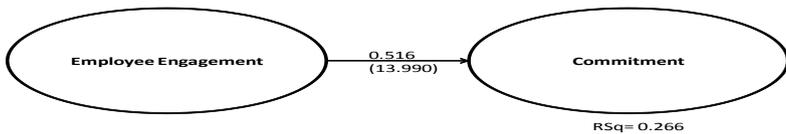


Figure 2: Structural Model

T value for the Employees Engagement on commitment was 13.9904 which implied positive significant impact on the Commitment thereby proving hypothesis 1. Hence, it is inferred that higher the Employee Engagement practices higher the Organizational Commitment of employees towards the banks.

DISCUSSION AND CONCLUSION

Employee Engagement practices is one of the most intriguing and intricate exercise for all the banks to retain and increase the commitment level of employees. The today's challenges of the banks are to engage the employees and capture their minds and hearts at each stage of their work. Employee engagement is a deciding factor of organizational success. It creates motivation within employees and increases the level of commitment towards their banks. The study initiates five different areas to be targeted with regards of the employee engagement practices.

Measuring engagement is important to enable organizations to manage their employee engagement practices systematically. Descriptive statistics of employee engagement practices has different variables to identify the agreement level of the employee's engagement practices adopted in banks. The employees have high agreement regarding the leave benefits including sick, vacation, personal, paid holidays provided by banks. The employees agreement for the negative variables like employees feel that they are a part in the organization, they have no option for leaving the organization, the employees are emotionally attached with their banks, employees feel as they are a part of the family at the organization are neutral.

One-way analysis of variance (one-way ANOVA) at 5% level of significant is tested for the demographic variables. Respondents with 11-15 years of experience exhibit high Organizational Commitment compared to others. Similarly with regard to Educational Qualification Professionals perceive high level of Rewards and Development opportunities and Organizational Commitment. The model validation results T value for the employee's engagement was greater which implies positive significant impact on the commitment level. Hence the research thereby claims that higher the Employee Engagement practices higher the Commitment of employees towards the Bank.

In the competitive world banks have to engage their employees in work. Employees are expecting their heads to motivate and support them in the task. Hence it could be concluded that ensuring the employee engagement practices namely adequate knowledge about the job, appropriate rewards, communication at the right time, emphasizing on team work and supervisor support shall enhance the commitment of the employees and committed employees are an asset to the organization.

LIMITATIONS OF THE STUDY

Any study will be restricted in scope by certain inherent limitation that are participated by choice of research design, sampling procedure etc., like all the survey the research study has certain limitation.

- ▶ The personal details of the employees were not collected during the survey.
- ▶ The study dependents entirely on the responses of employees.
- ▶ Certain banks did not encourage the respondents for filling the questionnaires.
- ▶ The respondents were worried that the management might use the information collected by the research study against them.
- ▶ A few of the questionnaires were incomplete and therefore had to be eliminated.

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ASSESSING THE INFLUENCE OF WORK LIFE BALANCE, OCCUPATIONAL COMMITMENT, OCCUPATIONAL SELF EFFICACY ON OCCUPATIONAL ENGAGEMENT AMONG WOMEN ENTREPRENEURS IN COIMBATORE CITY

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ABSTRACT

Every Women entrepreneur requires confidence, leadership and managerial skills for their accessibility to new markets. Entering into business as a woman offers the challenges of learning how to effectively operate the activities of each business while simultaneously attempting to meet all other expectations that are part of entrepreneurship. The global economy is becoming increasingly knowledge based and hence by acquiring the required skills and being engaged towards their occupation, women entrepreneurs can remain competitive in the changing scenario. In day to day connotation, engagement refers to individual involvement, commitment, passion, interest, absorption, focused effort, dedication, and energy towards their occupation. Engagement among women entrepreneurs emphasizes their values, attitudes and beliefs of women concerning their age to work in organizing and balancing their work and personal life. This study focuses in assessing the influence of the variables Work Life Balance, Occupational Commitment, Occupational Self Efficacy which influences Occupational Engagement among Women Entrepreneurs.

The study is descriptive in nature responses are collected from 281 Women Entrepreneurs. The level of Occupational Self Efficacy, Occupational Commitment, Work Life Balance and Occupational Engagement among women entrepreneurs of the varied demographic profile is calculated. Analysis of variance is carried out to find whether there exist significant difference in the perception of Occupational Self Efficacy, Occupational Commitment, Work Life Balance and Occupational Engagement among Women Entrepreneurs of varied demographic profile. Correlation is carried out to find whether there is significant association between Occupational Self Efficacy, Occupational Commitment, and Work Life Balance on Occupational Engagement. Regression analysis assesses the impact of Occupational Commitment, Occupational Self efficacy and Work Life Balance on Occupational Engagement among women entrepreneurs.

The result of the study shows that there is a positive significant impact of Work Life Balance on Occupational Engagement. This study would help the entrepreneurs to draw an insight into the level of Occupational Engagement, Work life balance, thereby would help improving their Occupational Self Efficacy and Occupational

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Commitment. The study suggests suitable copying strategies to increase their engagement towards their occupation.

INTRODUCTION

In today's competitive world entrepreneurship plays a very important role, the strength of entrepreneurship helps individuals to perform the art of innovating ideas, products and services out of their knowledge, skills, competencies and other resources accessible to them. Entrepreneurship enables them to optimize the use of individual's possessions to proficiently organize and manage innovations. Thus, entrepreneurship is primarily human resource development concept, starting with sensing opportunity, generating ideas, products and processes, assessing and mobilizing resources and finally organizing and managing innovations to solve problems.

In India, entrepreneurship is usually been considered as related to male. In tandem with a changing socio-cultural environment and development in educational opportunities, capacity building improvement process, all women coming out of their shell and taking up entrepreneurial ventures. Women are trying their level best to achieve the worth of opportunity in various ways which are different over the time and among societies. Women entrepreneurship enables to pool the small capital resources and skill available with women.

With the changing socio-cultural environment and mounting educational opportunities, women are becoming responsive and developing their entrepreneurial skills. These socio cultural changes, along with the efforts taken by Non-Governmental Organizations (NGOs). Women Entrepreneurship has been emerging in the past few decades. Even though gender equality and equal opportunity are legitimate rights in India, different standards of behavior for men and women still exist, including in the work environment. In rural areas, female contribution in employment outside the home is in fact viewed as slightly improper, and subtly wrong. Because of these societal standards and beliefs, female entrepreneurship in India is comparatively an emerging phenomenon.

In recent times Indian women have started becoming entrepreneurs in large numbers only recently. Partly due to the formation of various self-help groups (SHGs), support from NGOs, higher levels of education and economic liberalization. However, despite all of this support for women, female entrepreneurs are still far from on equality with men in India. The women entrepreneurs will face the various tasks in their occupation. They are facing several problems in their occupation like, stress, financial problem, not able to balance both their work and family life; though women have started identifying their inbuilt talents and business skills. With the help of various governmental and non governmental agencies, increasing numbers of women are joining the rank of entrepreneurs.

Self-employed women has no limitations on time bound work, which makes it tough for her to handle the responsibilities of work, home and child at a time. Self employment can be optimistic by providing a package of services such as training, credit, marketing and general guidance for those who desired to initiate self employment ventures.

Women entrepreneurs are being helped in identifying and executing the newly considered projects. Term loans are provided by financial agencies on liberal grounds. A new package of concessions, incentives and subsidies for support and expansion of women entrepreneurs have been introduced.

In the available household and social setup, entrepreneurial women have increasingly started to work hard to balance their work and family roles in order to engage themselves towards their occupation. Engagement in their occupation plays a key role among the women entrepreneurs. The women entrepreneurs attaining absorption, engagement and interest in their occupation is known as Occupational Engagement.

OCCUPATIONAL ENGAGEMENT

Occupational Engagement is about performing a task with motivation. Through occupation, there will be improvement of life satisfaction and health for the women entrepreneurs. If the women entrepreneurs engaged are in their occupation there will be maintenance of health and well being. Engagement towards occupation makes the individual to believe that he or she can able to success in their task and also make career decision.

Individuals may attain spiritual well-being through participation in occupations (Wilcock, 2003). In the absence of occupation, individuals may struggle with identity loss and stigmatization, sacrificing the integrity of their well-being (Stone, 2003). The importance of Occupational Engagement is about how the entrepreneurs are engaged in their occupation. Engagement is viewed as involvement in their occupation.

Occupational Engagement helps to enlarge the individual role in the preservation of health and well being. It provides the stimulus to achieve tasks and also been suggested as important, when looking at the affiliation between occupation and life satisfaction. Occupational Engagement helps the individual to achieve their task and meet his or her basic needs for their self maintenance, expression, and fulfilment. The Importance of occupational engagement is to meet employee's goal with the achievement of organization goal.

Achievement of goals, results in a person being is happy and contented and finally attains high engagement towards their occupation. Engagement in occupation has many features which could be used therapeutically to recapture the capability for mastery of one's occupational life. The women entrepreneurs who are engaged

more in their occupation will have the balance between their work and family life. Active engagement is a source for creativeness which in turn has potential benefit.

Review indicates a number of factors that has an influence on Occupational Engagement namely, Life Satisfaction (Kalladalen *et al.*, 2012), Well Being (Watters *et al.*, 2013), Work Life Balance (Stamm *et al.*, 2009), Occupational Performance (Tsunk 2012), Occupational Commitment (Blau, 2009), Occupational Self Efficacy (Chaudhary *et al.*, 2011), Work Engagement (Hoper 2012), Perseverance (Le 2012), Job Satisfaction (Beeson 2012), Career Decision Self Efficacy (Beeson 2012), Occupational Stress (Yadav *et al.*, 2012). Among the above mentioned factors this study considers Occupational Self Efficacy, Occupational Commitment, and Work Life Balance. As those major factors that is likely to influence the Occupational Engagement of Women Entrepreneurs. Since balancing Work and Life is a major problem faced by Women Entrepreneurs. Further Women Entrepreneurs need to possess Occupational Self Efficacy to be self motivated and thus be their business. Occupational Commitment is another major factor that has been researched quite a lot and established that it influences the Occupational Engagement level. So these factors are considered for the study.

REVIEW OF LITERATURE

Reviews related to Occupational Engagement, Occupational Self Efficacy, Occupational Commitment, and Work Life Balance are presented below.

Occupational Engagement: Occupational Engagement is defined as performing a task, it also incorporates an element of motivation for the actual doing (Yerxa, 1998; Yerxa *et al.*, 1990). Occupational Engagement is the potential to maintain the identity and to provide a sense of usefulness to persons with their occupation (Action *et al.*, 2000).

Studies reveal that the engagement in occupations affects health and influences quality of life is a commonly held belief (Chan, Krupa, Lawson, & Eastabrook, 2005; Kielhofner, 2002; Meyer, 1922/1977; World Health Organization [WHO], 2001; Yerxa, 1998). Occupational Engagement describes the extent to which a person is a balancing rhythm of activity and rest, a variety and range of meaningful occupations and routines, and the ability to move around in society and interact socially, implying that Occupational Engagement occurs over time. Moreover, Occupational Engagement involves interpretation and comprehension emanating from experience (Bejerholm and Eklund, 2006).

Nilson *et al.*, (2007) study evaluates the relationship between Occupational Engagement and life satisfaction among the north Sweden citizens who are above 85 years. The study accomplishes that depression is the main cause for both lower life satisfaction and lower Occupational Engagement. The study also discusses that motivation and performance is important in their occupation. The study concludes

that the type of occupation is associated with life satisfaction. The study gives a clear understanding that the types of occupation will connect with their life performance of daily tasks for each and every individual.

Tsunaka and Chunk (2012) study explores the engagement level of individual having schizophrenia in their daily life. The study explores the relationship between Occupational Engagement and the issues of related variables like psychiatric symptoms, and quality of life. Occupational Engagement is related to higher ratings of self-related variables, fewer psychiatric symptoms, and better ratings of quality of life. The study shows about the new dimension to understand their mental health and suggests the importance of assessing the level of Occupational Engagement. The composite score of quality of life was found to have a moderately strong association to Occupational Engagement. A high level of Occupational Engagement would be associated with higher ratings of self-related variables, fewer psychiatric symptoms, and better ratings of quality of life.

Watters *et al.*, (2012) explores the Occupational Engagement among the ikebana practitioners. The study shows about the subjective experiences of occupation and characteristics like personal meaning and engagement. Occupational engagement helps Ikebana practitioners to improve their well being in their occupation. The study also shows about the ongoing engagement in their occupations, and the support they receive, the high involvement and satisfaction in their occupation. This study concludes that engaging in occupations is a means to promote well-being within a broader population of adults. Social connections and encouragement from others are strongly endorsed by participants as promoting ongoing engagement in ikebana. Individuals are motivated to continue engagement as a means to maintain positive feelings.

Lexell *et al.*, (2011) study focuses on the people Multiple Sclerosis and the constant struggle they have to maintain engagement in occupations, which, to a large extent, is influenced by societal regulations and other people's attitudes. Persons with Multiple Sclerosis experience a change in their sense of self and in their identity, owing to their decreasing engagement in occupations and the struggle they undertake to maintain their engagement. They experience their adaptation of engagement in occupations as an ongoing, non-linear process, involving both themselves and their family, and they consider who would benefit the most, before they choose their adaptation of engagement in occupations. The author states that all areas of occupations can be affect and the need to be addressed within occupational therapy and rehabilitation. Clients' own experiences needs to be elucidated in order to facilitate the reconstruction of self, identity and support the process of adaptation of occupations. The study shows that employees with engagement in occupation will adopt work life balance; also supporting work life balance is seen as way of attracting and retaining the labour force needed to support economic well-being.

There will be greater problems with performance in occupations compared to the problems encountered in healthy people of a similar age. In addition, problems in the performance of occupations cannot be explained by age, disease severity, or living arrangements, alone. The study concludes that the persons with Multiple Sclerosis can perceive problems related to all areas of occupations, and at different hierarchical levels. They can be dissatisfied with performance in occupations, especially related to self-care and household occupations and observational assessments confirm that performance in these occupations is impacted on.

Rettew (2011) explores about the Occupational Engagement, as a component of the trilateral model for adaptive career decision, since it is an important construct for the modern world of work where job change is the norm and career paths are nonlinear. The study shows the importance to develop and evaluate cost-effective career development interventions that reflect modern career development theory and the current economic climate. Occupational Engagement consists of behaviors that inform decision makers about themselves and or the world of work. Within occupational engagement, the concern is for adaptive career decision. By having many different experiences, people create more relationships and have more knowledge to draw from in order to optimize their experience of life.

Ogunduyile (2013) explores about the role of women in rural communities of South-Western Nigeria in entrepreneurial engagement through craft practice. The women of rural communities in Southwestern Nigeria as a factor in the remilitarization of traditional crafts through occupational engagement in craft practice. Craft practice has been a potent economic weapon in the rural areas of Nigeria; it is the next Occupational Engagement for the rural people after farming, whereas the urban dwellers are engaged in white collar jobs, merchandising, unskilled labor in factories and contemporary vocations. Each major town in Nigeria has its peculiarity when it comes to occupational distribution of the dwellers.

The reviews on Occupational Engagement reveal that Occupational Engagement is related to life satisfaction and motivation to the employees are more engaged in their occupation.

Work Life Balance: Work Life Balance is about the relations between paid work and other activities, together with unpaid work in families and the community, leisure, and personal development. Work Life Balance is about helping staff to maintain healthy, rewarding lifestyles that will in turn lead to improvements in productivity and performance. Strategies to achieve balance will differ between organizations, partly depending on their function, the types of work roles they offer, and their workforce profile. Work Life Balance from employee perspective, is the maintenance of a balance between responsibilities at work and at home. Employees view the benefits and working conditions that they provide to help employees balance the work and family domains as work life benefits (Bardeo *et al.*, 1998).

Work life balance strategies in an organizational setting include policies covering flexible work arrangements, child and dependent care and parental leave (Kramer 1998).

Mehtha (2012) explores about the work life balance among women and states that their participation is increased and they are having many responsibilities and are also expected to undertake the unpaid caring work in the organization. 78% of the female respondents said that their life is heavily weighted toward work and 4% of the female employees said that their life is balanced. The work life balance helps to reduce the health problems and increase the well being among individual and families. The study concludes that organizations should introduce work life balance policies and women employees shall follow the practices to manage their profession and their personal life.

Connick (2014) proposes that the study about satisfaction will differ from employee to employees. The author discusses about the factors that contribute to employee achieving the managerial standards, the factors that motivate them, commitment, and time spent at work and employee evaluations. The study is conducted among the hotel employees. The study shows about the better work life balance among employee will lead to higher level of job performance and higher level of job satisfaction and lower level of intention to leave. The study also shows that there is a poor work and home life balance among the hotel employees. The study concludes that the employees in the hotel will have to improve and maintain work and home life balance and also to encourage the employees who are highly engaged while at work, since they are more likely to become loyal valued employees and create a better working environment. The study also shows about the employee seek to increase their personal time and wellness. The employee who achieves good Work Life Balance will create be more satisfied employee and it will lead to improvement productive at work.

Lakshmi and Gopinath (2013) explores the study about the Work Life Balance among women employee is not about balancing both work and personal there is also scheduling their hours for professional and personal life. The study shows about the women will achieve the Work Life Balance, like job satisfaction and also the productivity increase will also improve in their organization. The important of work life balance for women the employee being challenged to face the demands of their organization and also with the commitments of their home. The study also shows about the specific counselling also given to all women employee to manage both their Work and life. The Author says about there is also poor Work Life Balance among women employee will seeks with the problem with psychological and physiological. It will show there is a poor performance at their work place. The study concludes that there are more than 30% of women staff needs to have the instruction and to provide the different staff to manage their work life balance and

to improve the performance of these staff members. The study shows that there is the Work Life Balance with the time balance and involvement balance, which mean the level of psychological involvement, commitment, work and on work rules. The Work Life Balance is about taking the responsibilities at work and also at home. The author says about strain will occur due to the multiple rules performance among the women employee. The Work Life Balance will be satisfies with multiple rules in their personal life.

Ahmad (2013) investigates about the influence of implementing Work Life Balance Practice on employee quality of life through the findings conducted in other research studies in Malaysia. It offers a model depicting the importance of putting the Work Life Balance practices as one of the organizational policy as it helps to promise return on investment in the long term and contribute to the social well being as a whole. Quality of life is best defined as multidimensional categorized by five dimensions: physical wellbeing, material wellbeing, social wellbeing, emotional wellbeing, and development and activity. The study shows that workplace and private life impact positively on Work Life Balance satisfaction except for flexible work arrangements and informal or paid household help, suggesting that both instrumental and emotional support are needed for higher Work Life Balance satisfaction.

Tariq (2012) study reveals that Work Life Balance is both important for the organization and for its employee's particularly in current dynamic organizational scenarios. It helps the organization to improve productivity, efficiency, competitiveness, morale and hence gain a competitive edge. Work-life balance concentrates on one's personal mind set while work-life harmony helps to create synchronization within oneself and through which they can help others to create as well. The study emphasized that Work Life Balance is a two dimensional approaches - organizational approach and individual approach. Work Life Balance was traditionally defined in the framework of organization as what organizations do for the individuals (organizational approach). The second dimension (individual approach) emphasizes the fact that what individuals do for them. Work-life balance is all about achievement and enjoyment. The study shows that the meaning of achievement is very well explored but enjoyment in the context of the study means having satisfaction, pride and a feeling of well-being. Benefits of work-life balance to the employees are satisfaction to work, increased empowerment, control over the day to work, choice of the working time to work efficiently, stress reduction, increased motivation, more passion to work, and staff empowerment. Work-life balance is a tool that has been adopted by the most successful organizations such as HP, Apple, Microsoft and Shell. The author concludes that the Work Life Balance initiatives are the win-win situational tools for the employers and the employees as the organization's goals are accomplished and fulfilled successfully along with the personal needs of the employees.

Reviews on Work Life Balance reveal that achieving a good balance between work and family commitments is a growing concern for employees and organizations. To achieve a positive employee have to be pro-active and plan her professional and personal schedules well in advance so that both are equally balanced and the end result is satisfaction

Occupational Self Efficacy: Occupational Self Efficacy is defined as the belief in one's capability to perform a task and specifically to implement a specified behavior successfully (Bandura, 1977). Occupational Self Efficacy is positively correlated to performance and also with work-related performance specifically. The reason for this seems to be that people with a higher sense of self-efficacy persist longer in the face of obstacles (Bandura, 1997) and set themselves more challenging goals (Bandura and Wood, 1989). Occupational self-efficacy is the judgment people make regarding their capability to successfully carry out occupational activities and challenges, and to pursue an occupational career irrespective of occupational field (Abele and Spurk, 2009; Higgins *et al.*, 2008). Occupational Self Efficacy is also related to psychological and physical health and job performance (Lubbers, Loughlin, and Zweig, 2005). Self-efficacy develops through mastery experience, model learning, verbal persuasion and physical arousal.

Solker (2009) in his study explores the difficulty of pre morbid workers who sustained brain injuries and experienced difficulty in adjusting in the western caps of South Africa. The study shows about rebuilding Occupational Self Efficacy is about helping them rebuild their own self concepts and self esteem through their participation in their occupation and also strong support from their family, colloquies and had beliefs in their self motivation to work effectively in their occupation. The author says that participants were able to improve self esteem and self concepts and this shows the participants will power for recovery from their injury. The self efficacy indicates how the participants think, feels, motivate themselves and react to their occupation. Individual self efficacy may be strengthened if the individual successfully engages in both their occupation and also with their own beliefs. The studies shows that participants who had high Occupational Self Efficacy had certain abilities to do work are efficient and showed improved performance.

Mudasir (2012) studies about young educational administrators in Kashmir. The study shows that the administrator self efficacy is determined by their ability to manage multifaceted role like, professional commitment, communication skills, interpersonal skills, classroom personality emotional maturity and academic integrity. Occupation self efficacy and learning goal motivation are positively related. The study reveals that the occupation self efficacy is about putting their effort with their psychological satisfaction. The educational administrators improve their effectiveness and also change their life style. The study concludes that educational administrators work independently and effectively and also provide new ideas.

Andersen (2013) in his explores the level of occupational self efficacy among the older adults. The study shows that the older adults engaged in their occupation and also made efforts to increase their awareness to improve in their occupation.

Jungert (2009) conducts a study about motivation and how the student's psychological needs for autonomy, competence and relatedness are met when their self efficacy beliefs are enhanced and as a result, their innate motivation. The study shows that the internal motivation among the student with set goals for their learning is high and the self efficacy is about the ability to do a task successfully. The study concludes that the individual who believe that they are inefficacious usually achieve less even in environments that provide many opportunities.

Mc Pech (2008) in his study proposed that self efficacy is about how the caregiver performs in their occupation. The study shows that the behaviour will result in a favourable outcome (outcome expectation) and also the individual is capable of executing the behaviour (efficacy executing) and the author also says about their ability to work, maintaining their activity and persistence in performing their activity.

Chaudhary (2013) states that occupational self efficacy shall help to predict performance in an occupation. The study shows that the competence of the person who is concerned about his ability to be successful fulfils the task involved in his (or) her job. The study reveals that high level of self efficacy show higher level of self engagement. Efficacy beliefs were related to positive emotions. The study concludes that there is a positive link between the work engagements and also it will result in the achievement of organization goals. The increase in Occupational Self Efficacy could strengthen the employee's belief about being able to adequately manage his (or) her tasks and achieve the desired outcome.

Cherian and Jacob (2013) conducts the study to explore the relationship between the self efficacy, employee motivation and work related performance of the employees. The study shows that self efficacy will play an important role in their individual behaviour. The study was related to the self control, and in the face of failure the performance and task effort and effective problem solving self efficacy increases. The study concludes that there exists a positive correlation between the self efficacy of an employee and mediated effect on work related performance, also the job satisfactions are found to be negatively correlated. The impact of self efficacy on employee career commitment was positive and the study identified that self efficacy and career development were positively linked and impacted employee performance.

Gupta and Goswami (2012) conducted a study among the teachers. The teaching educators who have high occupational self efficacy, organise teaching learning process effectively, plan strategies relevant to teaching, attend seminar and conferences, and involve themselves in research and innovation. It is about

the confidence and dependence on one's own abilities. The study shows that the high personal teaching efficacy is more effective. The study concludes that the Self efficacy is future oriented and is a context specific task. Low self efficacy shall be identified by depression, anxiety and helplessness.

The reviews on Occupational Self Efficacy reveal that individuals believe their capacity to execute behaviours and to produce specific performance attainments reflects their confidence in the ability to exert control over one's own motivation, behaviour and social environment.

Occupational Commitment: Occupation is defined as individuals to be employed in a certain time in an identified work in order to provide money and maintain their living activities (Lee, Allen 2000). Occupational Commitment refers to a person's belief in and the acceptance of the values of his or her chosen occupation or line of work, and a willingness to maintain membership in that occupation (Morrow and Writh, 1989; Ritzer and Trice, 1969; Sorensen and Sorensen, 1974). Occupational Commitment is defined as the relative strength of identification with and involvement in a particular profession as well as the willingness to exert effort on behalf of the profession and desire to maintain membership in it (Aranya and Ferris 1984, Lanchman and Aranya 1986). While Blau (1985) state that Occupational Commitment could be viewed as the strength of one's motivation to work in a chosen career role and an individual with higher Occupational Commitment would strongly identify with his occupation and have positive feelings towards it.

Lee *et al.*, (2000) defines Occupational Commitment as the psychological link between an individual and his/her occupation that was based on an affective reaction to that occupation (Lee *et al.*, 2000). Meyer, Allen and Smith (1993) gave empirical evidence for a three-dimensional view based on three dimensional structure of organizational commitment. They are affective, normative, and continuance dimensions of organizational commitment. Meyer and Allen (1991) described three forms of organizational commitment, all of which have implications for the continuous participation of individuals in the organization.

Tzu-jiun Yeh (2009) study discusses about the increasing tendency towards experience, expertise, and career skills, the involved feelings of attachment that develop as individuals share values in common with the occupation. Commitment embodies a sense of being bound emotionally (or) intellectually to some course of action, which may include a person's relationship with occupation. The study reveals that there is a non-profit organizational setting such as loyalty which involves feelings of attachment that develop as individuals share values in common with the occupation and also it shows the identification, expressed through the adoption of occupational goals. The study indicated that the level of honesty, reliability and integrity influence, how the relationship with the occupation is perceived. The perceived quality of the relationship then in turn influences the level

of commitment extended towards the occupation. The study concluded that there is a negative relationship between volunteer's tenure and the level of commitment to occupation and also the young volunteers are committed to their leader's value and the organization mission, they are the ones who have a strong commitment to the occupation.

Velnampy (2013) explores about the impact of occupational stress on the emotional, cognitive, behavioural and psychological reaction to adverse and noxious aspects of work content, work organization and the special physical and psychological demands upon a person.

Andam *et al.*, (2014) study discusses about employees organizational and occupational commitment among the physical education officers at Iranian Universities. The sample that was used included 82 employees from 20 Universities in 5 geographic regions of Iran. Occupational Commitment is the feeling of identity and affiliation toward a specific job and occupation and states that the tendency to be active in a specific occupation is occupational commitment. The study concludes that the organizational commitment and Occupational Commitment have appropriate effect on physical education officers of universities.

Sears (2010) states that occupational turnover is costly problem afflicting much of the nursing industry, and Occupational Commitment is a strong predictor of withdrawal from one's profession. The study adopts a person-centered approach and aims in identifying and describing clusters of individuals who share a similar set of occupational commitment mindsets and also one's motivation to work in a given career. The study concludes that men reported significantly higher continuance occupational commitment than women but found no differences across affective Occupational Commitment. Strong Occupational Commitment may lead an employee to perceive more positive experience and fewer negative ones and also the employees lacking commitment to their profession are more likely to leave their profession and, in turn, leave their organization.

Ciftcioglua (2011) study investigates the impact of burnout components on accountant's Occupational Commitment and occupational turnover intention. The results reveal that only emotional exhaustion component of burnout has partial mediating effect between affective occupational commitment and occupational turnover intention. Occupational Commitment is the psychological link between an individual and his/her occupation and is based on an affective reaction to that occupation. Occupational Commitment has positive influence on individuals' attitudes toward their occupations. The study shows that individuals, who are committed to their occupation, put in efforts to improve their occupational talent and qualifications. The study concludes that occupational commitment is negatively associated with emotional exhaustion and Occupational Commitment has negative effect on individual's emotional exhaustion.

Ahmad *et al.*, (2012) in their study identify the relationship between job embeddedness and Occupational Commitment. The study shows that the job embeddedness and Occupational Commitment were significantly correlated to the propensity to stay among employees in contact center outsourcing industry. Job embeddedness and Occupational commitment have been demonstrated and creating an environment to improve job embeddedness and Occupational Commitment is important for CC industry in the effort to reduce high attrition. The study reveals that the Job embeddedness and Occupational Commitment among human resources professional is crucial to provide support for new talents particularly for the transitional phase of employment and early stage of employment. The study concludes that the Occupational Commitment is also found to be associated with work empowerment which influences career success and leads to the decision on intention to stay in the current occupation.

Crutchfield (2010) explores the relationships between teachers work engagement, Work Life Balance, and Occupational Commitment and the decision to remain in the teaching profession among agricultural educators. The study utilized descriptive-correlation research procedures to measure the degree of the existing relationships between work engagement, work-life balance, and Occupational Commitment that influences the respondents' decision to continue to teach. Based on the magnitude of the correlations between Occupational Commitment and the factors of engagement and work-life balance, a regression analysis was performed to determine the amount of variance in Occupational Commitment that could be attributed to the factors of work engagement and work-life balance. The study reveals that Commitment is important for teaching professionals since it will lead to psychological attachment and motivation. They try different ways to make student's learn and their achievement level varies with the student's ability and willingness to learn. The author concludes that one's degree of job engagement is influenced by work-life balance, which in turn affects the degree of Occupational Commitment.

The reviews on Occupational Commitment reveal that employee allegiance to specific field and augment their capacity to execute their behaviors to make specific performance accomplishment.

OBJECTIVES OF THE STUDY

The objectives of the study are

- To identify the level of Occupational Self Efficacy, Occupational Commitment, Work Life Balance and Occupational Engagement among women entrepreneurs
- To find the association between Occupational Commitment, Occupational Self efficacy Work Life Balance and Occupational Engagement among women entrepreneurs

- To find the influence of Occupational Self Efficacy, Occupational Commitment, Work Life Balance on Occupational Engagement among women entrepreneurs

METHODOLOGY

The present study is descriptive in nature and seeks to assess the level of Occupational Engagement, Occupational Commitment, Occupational Self Efficacy and Work Life Balance among the Women Entrepreneurs. Research questions are considered as the first and the most important condition for differentiating among the different research strategies. The research uses a questionnaire to collect data from the respondents. The research approach adopted is quantitative. Responses were collected using questionnaire. The questionnaire used for the study consists of 5 parts. Part 1 comprises questions relating to the demographic profile of the age, marital status, educational qualification, experience, monthly income. Part 2 comprises questions relating to Occupational Engagement. Part 3 comprises questions relating to Occupational Commitment. Part 4 comprises questions relating to Occupational Self Efficacy. Part 5 comprises questions relating to Work Life Balance.

Table 1: Details of the questionnaire used for the study

Variables	Author	Number of questions	Definition
Occupational Engagement	Itai Ivztana <i>et al.</i> , (2013)	16	Occupational Engagement measures the level of interest and involvement towards the occupation.
Occupational Commitment	Nita Gupta <i>et al.</i> , (2010)	5	Occupational Commitment is the attitude, behaviours and commitment towards the occupation.
Occupational Self Efficacy	Stamm <i>et al.</i> , (2009)	6	Occupational Self Efficacy is belief in one's ability to perform their task successfully.
Work Life Balance	Yadev <i>et al.</i> , (2012)	10	Work Life Balance is proper prioritizing between career, ambition and health, pleasure, leisure and spiritual development.

All the questions are measured on a 5 point Likert scale with options; 5-Strongly agree; 4-Agree; 3-Neutral; 2-Disagree; 1-Strongly disagree. A pilot study was conducted with 45 respondents. Reliability was ensured using Cronbach's alpha coefficient. Table 2 gives the reliability values of the constructs. All the constructs have Cronbach Alpha value above 0.7, hence reliability is ensured (Nunnally, 1976).

Table 2: Reliability of the constructs

Constructs	Cronbach's alpha
Occupational Engagement	0.853
Occupational Commitment	0.843
Occupational Self Efficacy	0.726
Work Life Balance	0.868

The population of the study includes from the Women Entrepreneurs in the Coimbatore city. Since it would be almost impossible to reach all the Women Entrepreneurs, it is therefore necessary to sample the population. The respondents for the study are selected based on snow ball sampling technique. A total of 300 respondents are contacted and the questionnaire is distributed of which 19 are eliminated due to incomplete. Therefore for the study the sample size is 281 and the respondents are Women Entrepreneurs. The Women Entrepreneurs was approached and are briefed about the nature and purpose of the research. After their willingness, information the questionnaires were handed over to them. And the filled in questionnaires were collected.

The study used both primary and secondary data. Primary data source of the study includes the opinion collected from the respondents, which was collected through administering the structured questionnaires. Secondary data are collected from journals, websites, and books. Various tools and statistical techniques such as Percentage, Descriptive Statistics, Correlation Analysis and Regression Analysis are employed to examine the data.

ANALYSIS AND DISCUSSION

This section presents the analysis of the data that is collected from the sample of 281 respondents. The data is presented in the form of tables leading to interpretation and appropriate conclusions.

Table 3: Demographic Profile of the Respondents

Demographic factors	Classifications	No of respondents	Percent
Age (years)	20-30	51	18.1
	30-40	90	32.0
	40-50	113	40.2
	above 50	27	9.6
Marital status	Married	221	78.6
	Unmarried	60	21.4
Education	SSLC	57	20.3
	HSC	114	40.6
	Graduate	82	29.2
	Post graduate	28	10.0
Experience	0-5 years	91	32.4
	5-10 years	110	39.1
	10-15 years	52	18.5
	15-20 years	28	10.0

Demographic factors	Classifications	No of respondents	Percent
Income (Rs)	less than 5000	16	5.7
	5001-10000	194	69.0
	10001-15000	60	21.4
	above15000	11	3.9
	Total	281	100.0

Source: Primary Data

The age of the respondents is classified into four categories namely 20-30 years, 30 to 40 years, and 40 to 50 years, above 50 years. The table 4.1 shows that 18.1% of the respondents belong to the age group between 20-30 years, 32% of the respondents belong to the age group between 30-40 years, 40.2% of the respondents belong to the age group between 40-50 years, and 9.6% of the respondents belong to the age group of above 50 years. The table 3 shows that 78.6% of the respondents belong to married category, 21.4% of the respondents are under the category of unmarried. It is inferred that majority of the respondents (i.e.78.6%) fall under the category of married. This is because most of the respondents may be doing their family business or have started business to support their family and comparatively very lower percentage (i.e.21.4%) is unmarried respondents.

The education of the respondents is classified as SSLC, Higher Secondary, Graduate, Post graduate. The table 4.1 shows that 20.3% of the respondents are SSLC, 40.6 % of the respondents are Higher Secondary, 29.2 % of the respondents are Graduates, and 10.0 % of the respondents are Post graduate. It is inferred that majority (i.e. 40.6 %) of the respondents have completed their Higher secondary education.

The experience of the respondents is classified as 0-5 years, 5-10 years, 10-15 years, and 15-20 years. The table 3 shows that 39.1% of the respondents have 5-10 years of experience, 10.0% of the respondents have 15-20 years of experience, 18.5% of the respondents have 10-15 years of experience, and 32.4% of the respondents have 0-5 years of experience. It is inferred that majority (i.e.39.1%) of the respondents have 5-10 years experience and very lower percentage (i.e. 10.0%) of the respondents are under the category of 15-20 years.

The income of the respondents is classified as less than Rs.5000, Rs.5001-10000, Rs. 10001-15000 and above Rs.15000. The table 3 shows that 5.7 % of the respondents earn less than Rs.5000 per month, 69 % of the respondents earn between Rs.5001-10000, 21.4% of the respondents earn between Rs.10001-15000, and 3.9% of the respondents earn above Rs.15000. It is inferred that majority of the respondents (i.e.69%) earn between Rs.5001-10000 which indicates that the respondents are in the early stage of their career and prefer to have exposure in their business and very lower percentage (i.e.3.9%) of the respondents earn above Rs.15000.

Descriptive statistics: Descriptive statistics is carried out for the variables, and each items of variables such as Occupational Engagement, Occupational Commitment, Occupational Self Efficacy and Work Life Balance by calculating their average values. Table 4 gives the descriptive scores.

Table 4: Descriptive Statistics

Dimensions	N	Mean	Std. Deviation
OCCUPATIONAL ENGAGEMENT			
My present occupational choice is right for me	281	4.4021	0.68546
Motivation and performance are importance in occupation	281	4.605	0.53169
Occupation is the important part in my life	281	4.4626	0.57277
Many goals to achieve in occupation	281	4.452	0.64254
Significant role in maintenance of health and well being	281	4.4093	0.59141
Active process of everyday	281	4.5018	0.50089
Full of meaning and purpose	281	4.4769	0.54149
Learn new skills	281	4.5516	0.53952
Performance of daily task	281	4.1502	0.82224
Opportunities to develop my occupation	281	4.3701	0.70079
Occupation is close to my ideal	281	4.2278	0.73539
Devote for my work activities	281	4.4093	0.59141
Own work to do my occupation	281	4.5018	0.50089
Satisfied with my occupation	281	4.4769	0.54149
Balancing occupation and personal life	281	4.5516	0.53952
Involvement in occupation	281	4.2501	0.82224
OCCUPATIONAL COMMITMENT			
Strongly identify with my occupation	281	4.4982	0.616
Responsibility to continue in my occupation	281	4.3345	0.62265
Disrupted interpersonal relationship	281	4.4982	0.50089
Feel guilty if left my occupation	281	4.4342	0.61247
Invest too much time in my occupation	281	4.2313	0.65456
OCCUPATIONAL SELF EFFICACY			
Remain calm when facing difficulties	281	4.4448	0.56504
Confronted with a problem in my job	281	4.3701	0.70079
Usually handle it	281	4.3345	0.62265
Prepared me well in my occupation	281	4.4982	0.50089
Prepared for most of the demands	281	4.4555	0.57846
Feel prepared for most of the demands in my job	281	4.274	0.6378
WORK- LIFE BALANCE			
Likes to do work at home	281	4.4021	0.68546
Takes away my personal interest	281	4.605	0.53169

Dimensions	N	Mean	Std. Deviation
Preoccupied with my work	281	4.4626	0.57277
My work takes uptime	281	4.452	0.64254
Job interferes with my responsibilities	281	4.4093	0.59141
Like to spend with my family	281	4.5018	0.50089
Too tired at work	281	4.4769	0.54149
Personal demands takes away my work time	281	4.5516	0.53952
Personal life takes uptime	281	4.0569	0.75377
Like to spend on job related activities	281	4.4342	0.64651

Source: Primary Data

The individual items of Occupational Engagement are My present occupational choice is right for me(O1), Motivation and performance are importance in occupation(O2), Many goals to achieve in occupation (O3), Occupation is the important part in my life(O4), Significant role in maintenance of health and well being(O5), Active process of everyday(O6), Full of meaning and purpose(O7), Learn new skills(O8), Performance of daily task(O9), Opportunities to develop my occupation(O10), Occupation is close to my ideal(O11), Devote for my work activities(O12), Own work to do my occupation(O13), Satisfied with my occupation(O14), Balancing occupation and personal life(O15), Involvement in occupation(O16). From table 4 it is inferred that the respondents strongly agree to the statements with the high mean values, Motivation and performances are importance in occupation (O2) is 4.6050, Learn new skills (O8) is 4.5516 and Full of meaning and purpose (O7) is 4.4769.

The individual items of Occupational Commitment are Strongly identify with my occupation(OC1), Responsibility to continue in my occupation(OC2), Disrupted interpersonal relationship(OC3), Feel guilty if left my occupation(OC4), Invest too much time in my occupation(OC5). From table 4 it is inferred that the respondents strongly agree to the statement with high mean values, strongly identify with my occupation (OC1) is 4.4982; Disrupted interpersonal relationship (OC3) is 4.4982 and Feel guilty if left my occupation (OC4) is 4.4342.

The individual items of Occupational Self Efficacy are Remain calm when facing difficulties(OS1), Confronted with a problem in my job(OS2), Usually handle it (OS3), (OS4) Prepared me well in my occupation, (OS5) Prepared for most of the demands, (OS6) Feel prepared for most of the demands in my job. From table 4 it is inferred that the respondents are strongly agree to the statement with high mean values, Prepared for most of the demands (OS5) is 4.4555, Remain calm when facing difficulties (OS1) is 4.4448 and prepared me well in my occupation (OS4) is 4.4982.

The individual items of Work Life Balance are Likes to do work at home(W1), takes away my personal interest(W2), (W3) preoccupied with my work, (W4) my

work takes uptime, (W5) Job interferes with my responsibilities, (W6) Like to spend with my family, (W7) Too tired at work, (W8) Personal demands takes away my work time, (W9) Personal life takes uptime, (W10) Like to spend on job related activities. From table 4 it is inferred that the respondents are strongly agree to the statement with high mean values, Takes away my personal interest(W2) is 4.6050, Like to spend with my family(W6) is 4.5516 and Too tired at work(W7) is 4.5018. It is inferred that the women entrepreneurs are highly committed to their occupation. This is because the Women Entrepreneurs are having both the family role and also career role and they also know about the importance of their occupation so they are committed more in their work life.

The mean values for each individual item are above 4 indicating high level of Occupational Commitment, Occupational Engagement, Occupational Self Efficacy and Work Life Balance among Women Entrepreneurs.

Correlation analysis: Correlation analysis is the method used to estimate the association between the variables. Correlation analysis is carried out between the variables Occupational Self Efficacy, Occupational Commitment, and Work Life Balance with Occupational Engagement.

Table 5: Correlation analysis

Construct		Occupational Self efficacy	Occupational Commitment	Work Life Balance	Occupational Engagement
Occupational Self efficacy	Pearson Correlation	1			
Occupational Commitment	Pearson Correlation	.879**	1		
	Sig. (2-tailed)	.000			
Work Life Balance	Pearson Correlation	.100	.141*	1	
	Sig. (2-tailed)	.096	.018		
Occupational Engagement	Pearson Correlation	.007	.081	.889**	1
	Sig. (2-tailed)	.901	.178	.000	

*Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

From table 5 it is inferred that there exists a highest correlation($r=0.889$; $p<0.000$) between Work Life Balance and Occupational Engagement. This indicates that Women entrepreneurs who have tendency to balance both their work life and family life will be engaged more in their occupation. The correlation is significant at 5%

It is also inferred that there exists high correlation($r=0.879$; $p<0.000$) between Occupational Commitment and Occupational Self Efficacy. This indicates that Women Entrepreneurs who have high Self Efficacy also have high level of Occupational Commitment in their occupation.

Low correlation exists between Occupational Self efficacy and Occupational Engagement ($r=0.007$; $p<0.901$) but is not significant at 5%. It is inferred that the women entrepreneurs who have self efficacy and knowledge to develop their career, are always engaged in their occupation. Low correlation exists between Occupational Commitment and Occupational Engagement ($r=0.081$; $p<0.000$) and the correlation is not significant at 5%.

This indicates that Occupational Self efficacy and Occupational Commitment does not have an influence on Occupational Engagement.

Regression analysis: Regression analysis is a statistical process for estimating relationships among the variables. More specifically, regression analysis helps one to understand how the typical value of the dependent variable changes when the independent variables are varied. In the following regression analysis, the average of Occupational Engagement is taken as the dependent variable, and the individual items of Occupational Self Efficacy, Occupational Commitment, and Work Life Balance are taken as the independent variables and Stepwise regression is carried out.

Table 6: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.957n	.915	.911	.06161	240.167	.000n

Source: Primary Data

Table 7: Regression Coefficients

Model	Unstd. Coeff.		Std. Coeff.	t	Sig.
	B	Std. Error	Beta		
(Constant)	.454	.115		3.940	.000
W8 - Personal demands takes away my work time	.152	.008	.396	18.349	.000
W5-Job interferes with my responsibilities	.162	.008	.463	20.841	.000
W1- Likes to do work at home	.071	.007	.237	10.676	.000
W9-Personal life takes uptime	.098	.006	.357	17.279	.000
W6 - Like to spend with my family	.094	.009	.227	10.487	.000
W7-Too tired at work	.192	.011	.502	17.727	.000
W4-My work takes uptime	.077	.006	.239	11.887	.000
W3-Preoccupied with my work	.061	.009	.169	6.986	.000
OC3-Disrupted interpersonal relationship	-.060	.011	-.145	-5.581	.000
W10-Like to spend on job related activities	.050	.007	.158	6.919	.000
OS1-Remain calm when facing difficulties	-.023	.007	-.063	-3.130	.002
OS6-Feel prepared for most of the demands in my job	.019	.007	.057	2.847	.005

Table 6 reveals that adjusted R square value is 0.911 this implies 91.1 % variability in the dependent variable i.e. Occupational Engagement is predicted by the 12 independent variables. From table 7 it is inferred that Personal demands takes away my work time (W8) has an influence of 0.396 ($\beta=0.396$ positive, $t=18.3492$) positive, $p<0.000$), Job interferes with my responsibilities (W5) has an influence of

0.463 ($\beta = 0.463$ positive, $t = (20.841)$ positive, $p < 0.000$), Like to do work at home (W1) has an influence of 0.237 ($\beta = 0.237$ positive, $t = (10.676)$ positive, $p < 0.000$), Personal life takes uptime (W9) has an influence of 0.357 ($\beta = 0.357$ positive, $t = (17.279)$ positive, $p < 0.000$), Like to spend with my family (W6) has an influence of 0.227 ($\beta = 0.227$ positive, $t = (10.487)$ positive, $p < 0.000$), Too tired at work (W7) has an influence of 0.502 ($\beta = 0.502$ positive, $t = (17.727)$ positive, $p < 0.000$), my work takes uptime (W4) has an influence of 0.239 ($\beta = 0.239$ positive, $t = (11.887)$ positive, $p < 0.000$), Preoccupied with my work (W3) has an influence of 0.169 ($\beta = 0.169$ positive, $t = (6.986)$ positive, $p < 0.000$), Like to spend on job related activities (OC3) has an influence of 0.145 ($\beta = 0.145$ negative, $t = (-5.581)$ negative, $p < 0.000$), W10 has an influence of 0.158 ($\beta = 0.158$ positive, $t = (6.919)$ positive, $p < 0.000$), Remain calm when facing difficulties (OS1) has an influence of 0.063 ($\beta = 0.063$ negative, $t = (-3.130)$ negative, $p = 0.002$), Feel prepared for most of the demands in my job (OS6) has an influence of 0.057 ($\beta = 0.057$ positive, $t = (2.847)$ positive, $p = 0.005$) on Occupational Engagement.

Estimated Occupational Engagement = $0.454 + 0.152 W8 + 0.162 W5 + 0.071 W1 + 0.098 W9 + 0.094 W6 + 0.192 W7 + 0.077 W4 + 0.061 W3 + (-0.060) OC3 + 0.050 W10 + (-0.023) OS1 + (0.019) OS6$.

CONCLUSION

Women constitute an important section of the workforce. In the present situation a large number of well-qualified women due to various circumstances have left their jobs. The problems faced are several but significantly, most often the “break in their careers” arises out of motherhood and family responsibilities. Achieving a good balance between work and family commitments is a growing concern for working Women and Women Entrepreneurs. There are now mounting evidence-linking, work– life imbalance to reduced health and wellbeing among individuals and families. Women Entrepreneurs are managing highly demanding familial, entrepreneurial, personal and societal duties and needs.

Engagement in occupation includes motivation, performance, involvement and life satisfaction. Occupational engagement among women entrepreneurs is important to be investigated in the fastest growing segment in our society. Further, Occupational Engagement is viewed within occupational therapy as one of the basic premises for health and commitment.

Positive attitude is the ability to evaluate optimistically. Individuality is independence in making decisions and setting standards for performance. Occupational Self-efficacy serves as a self-regulatory mechanism that mediates external influences, as in the case, the women entrepreneurs reflect upon and internalize their beliefs in the process of shaping their own successes or failures.

The result of the study reveals that Involvement and commitment are more among the Women Entrepreneurs. Women Entrepreneur possess high self efficacy in terms of confidence and generating with new ideas, design a product or service that will satisfy customer needs and wants, estimate customer demand for a new product or service, determine a competitive price for a new product or service, design an effective marketing/advertising campaign for a new product or service and get others to identify with and believe in visions and plans for a new business, network. The women entrepreneurs, who are balancing both their work and life family life, are having more engagement towards their occupation.

The highest correlation occurs between Work Life Balance and Occupation Engagement among women entrepreneurs and the influence of Work Life Balance on Occupational Engagement is more when compared to other two variables Occupational Commitment, Occupational Self Efficacy. This demonstrates that Women Entrepreneurs who have tendency to balance both their work and family life will be engaged more in their occupation.

Training is more important to develop Self Efficacy and Commitment among Women Entrepreneurs towards their occupation. Entrepreneurship training for women is given in order to encourage women to initiate their own enterprises and progress successfully in their occupation. Women are coming forward to start business of their own for their financial upliftment. The training imparts entrepreneurship characters like eagerness, consumption of opportunities, time management, proper planning, quality in work etc.

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CXO INTERVIEW

The Executive Editor of PRERANA (PRN) interviewed Mr T V Sriram (TVS), Vice president-Engineering and Centre-Head, Robert Bosch Engineering and Business Solutions Private Limited, Coimbatore on November 17, 2017.

PRN: *Could you highlight the best management practices adopted in your company?*

TVS: As far as management is concerned, our focus is as much on project excellence as it is on interpersonal engagements. We employ Agile, SCRUM methodology at project levels. Content Leadership & Topic ownership at management levels ensure greater learning opportunities. RBEI ensures less hierarchy and easy accessibility to senior leadership. It's a strong values driven organization with no compromise on credibility & legality. Very high priority is given to business ethics, intercultural sensitivity and high respect for employees. Our founder had said "I would rather lose money than trust" and this resonates with all employees at Bosch.

PRN: *Could you highlight the innovative practices adopted by your organizations to gain competitive edge in the current scenario?*

TVS: Bosch is well known for innovation and we are generating 18 patents per day. Invented for Life is our slogan. We are also the leading patent generator in the space of Autonomous driving. Lean startup approach is being inculcated within the organization to validate ideas faster, and solve relevant problems. We are creating a culture to reduce the fear of failure, thereby foster innovation. We have open innovation culture where ideas from all levels within the organization and also outside, like in universities are encouraged.

PRN: *What measures would you suggest to companies to cope up with the increasing competitiveness to become sustainable in this globalized and dynamic environment?*

TVS: Take risks. Be open for new ideas and change. Validate the experiments early in the cycle. Enrich your contents. Build new partnerships and innovation channels.

PRN: *What talent management measures you have adopted to retain the employees?*

TVS: We own High quality work content which makes Bosch an attractive place to work. We have a state-of-the-art fresher training program which provides a perfect Launchpad to fresh graduates to become effective professionals. But the biggest attributes that help us retain talents are our work culture, values and respect for each other.

PRN: *What are the challenges of changes faced by industry today?*

TVS: As they say we live in a VUCA world. With emerging new technologies and booming startup culture, competition can emerge from anywhere. Customer expectation levels are getting higher. Changing economic and political environments continue to pose newer and unexpected challenges. But the key is to be agile and proactive to enable ourselves to respond to the changes well.

PRN: *Data analytics and data driven decision-making is gaining importance in the current scenario. In your view what are the points to be focused upon when designing a data-driven model to handle a business problem?*

TVS: The key aspect of a data-driven model is the availability of good quality data. It is an important cultural change to ensure that good quality and reliable digital data is generated at all relevant levels of business so that analytics can derive actionable insights. For a business problem to be addressed through data analytics we need domain expertise along with good data science skillsets.

PRN: *What are the attributes that will make ‘successful’ leaders in the emerging scenario and for the future?*

TVS: The new age leaders need to be more adaptable, must have high risk appetite, they should be leaders in thought and content, they must be open for collaboration and should be continuous learners. Most importantly they need to lead by example.

PRN: *What skills in management should the management graduates be equipped with in order to be empowered in a technology-driven globalised world?*

TVS: According to a World Economic Forum report, the top 3 skills needed by 2020 and beyond are complex problem solving, critical thinking and creativity. It is important to retain curiosity to be effective leaders in the changing world.

PRN: *What could be the attitudinal change that needs to be brought about among the youth?*

TVS: Focus, Patience, Good use of their creativity, ability to apply their knowledge in new fields, acceptance of failure and continuous learning are some of the attributes that the youth must inculcate to succeed and become effective leaders. We need to celebrate failures and learn from them fast. Success is always round the corner.

PRN: *How industry and academia partner to make students future ready?*

TVS: Industry is continuously engaging with the academia to design curriculum, setting up of labs, creating joint projects, offering internship opportunities to students, conducting seminars and conferences to exchange information and views. Most organizations conduct open innovation programs like hackathons, paper presentations etc. where academicians can take part. It is important for students to make use of all the channels available to get a world view of the topics they are studying.

PRN: Thank you for your time Sriram!

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