



A Study on Impact of Employee Engagement on Employee Productivity

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ABSTRACT

Employee engagement is attracting a great deal of interest from employers across numerous sectors. In some respects it is a very old aspiration – the desire by employers to find ways to increase employee motivation and to win more commitment to the job and the organization. The study mainly aimed at to study the concept of employee engagement and the employee productivity later on the study formulated firstly the hypothesis that there exists a positive correlation between the employee engagement and employee productivity. Secondly the hypothesis that there exist a positive impact of employee engagement on employee productivity. The study collected data using primary data collection methodology using stratified random sampling using an administered questionnaire were the sample frame was the each level of management employees with a sample size of 50 respondents. The study employed the descriptive statistics, t test, ANOVA, correlation and regression to arrive at a fruit full result. Finally the study proved that there exist a positive correlation between the employee engagement and employee productivity and there exist a positive impact of employee engagement on employee productivity.

The variation in the parameters of employee engagement has cause an change in the productivity of employees. Therefore it is advised to have a steady track on the recruitment and selection parameters to achieve a positive effect and earn maximum profits via through high employee productivity to the organization. The sample representation of the population is very true which is acknowledge by t test, by this it is advised to scrutinize in detail each parameter of employee engagement which truly can project the influential parameter to increase the employee productivity. The correlation acknowledges a positive correlation between employee engagement and employee productivity therefore the company should constantly watch and validate the success rate of appropriate employee engagement criteria's in the organization which will have a positive relation in increasing employee productivity. The employee engagement has been proven regressors in projecting a positive impact on employee productivity hence forth it is advised to monitor and trace its statistics to access the positive impact/ negative impact earlier and have control on transforming its negative effect to positive effect by certain making corrections in the dependent variables that is employee engagement criteria's

Introduction

The evolution of employee engagement over the past few decades reflects a paradigm shift in the way organizations perceive and interact with their workforce. The journey began in the 1970s and 1980s when the focus was predominantly on employee satisfaction. Back then, the emphasis was on providing a pleasant work environment and meeting the individual needs of employees. However, this approach lacked a direct connection to organizational performance and often centered more on the well-being of the employee than on their relationship with the company. The transition from satisfaction to commitment occurred as organizations sought loyalty from employees in exchange for job security, a concept prevalent during an era where lifelong employment with a single company was the norm. However, the landscape changed with increased global competition, the shift from manufacturing to service-based economies, and the realization that flexibility and competitiveness were essential for survival. Traditional job security diminished, prompting employees to become more adaptable and seek opportunities that matched their skills and aspirations.

The turning point for employee engagement came in 1990 with the publication of a pivotal paper by the Institute of Employment Studies titled 'From People to Profits, the HR link to the service-profit chain.' This paper demonstrated how employee attitudes and behavior could significantly impact customer retention and, consequently, sales performance. The linkage between engagement and organizational performance gained prominence, particularly in the context of a service-based economy, where employees' interactions with customers became a crucial aspect of business success. The maturation of the employee engagement concept was further reinforced by a 2002 study highlighting the connection between engaged employees and profitability. This shift from a primarily academic discussion to practical implementation within organizations marked a significant development.

Over time, employee engagement evolved from an HR-centric initiative to a strategic imperative owned and driven by CEOs and senior leadership teams. The realization that engagement was not just a human resources function but a core aspect embedded in an organization's DNA led to its integration into key performance indicators (KPIs) for managers. This shift in ownership also prompted the rise of roles like Head or Director of Engagement and emphasized the importance of engagement at the Board level. The impact of employee engagement is not limited to the private sector; it extends to the

public sector as well. Research in the health sector, for instance, demonstrated a correlation between high engagement levels and lower patient mortality rates, underlining the critical importance of engagement in various industries.

Despite the extensive research and adoption of employee engagement practices, there is still ongoing debate about a universally agreed-upon definition. However, common themes revolve around employees' passion, commitment, and emotional connection to their work and the organization. Trust emerges as a key driver of engagement, influencing various aspects of the employee-organization relationship. Today, employee engagement has become a mainstream focus in the HR community, evident in the proliferation of conferences, events, LinkedIn groups, and the inclusion of engagement modules in professional development programs. Engage for Success, a government-backed movement launched in 2011, further emphasized the financial benefits of engagement, contributing to its widespread acceptance.

Looking ahead, the future of employee engagement is seen more as a journey of sustaining rather than discovering new theories. As demographic shifts occur with different generations entering the workforce, engagement provides organizations with the tools to adapt and create workplaces that attract, retain, and motivate a diverse workforce. Achieving clarity and consistency in the definition, delivery, and measurement of engagement remains a focus, with movements like the Engagement Taskforce playing a key role in shaping its trajectory. Trust continues to be a critical factor for both driving and sustaining engagement, reflecting its enduring significance in the evolving landscape of employee-organization dynamics.

Origin of Employee Engagement

History records that about 2300 years ago, Alexander (356 BC – 323 BC) was able to march ahead and conquer unknown lands by battling for years across continents, miles away from home, because he had an engaged army that was willing to abide by its commander.

Alexander is known to have achieved the engaged workforce by ensuring that he spent face time with his men, listening and addressing grievance, ensuring on time payment of salary, dressing like the rest of his army and most importantly by leading from front.

More recently, in World War II, Americans funded a lot of money for researching the behaviour of its soldiers to be able to predict their battle readiness.

History is dotted with examples of leaders who have led their men by building a psychological commitment between their men and their ideology to achieve greatness. In this psychological contract lies the roots of today's Employee Engagement theories propounded by organizations.

Definition of Employee Engagement

An engaged workforce produces better business results, does not hop jobs and more importantly is an ambassador of the organization at all points of time. This engagement is achieved when people consider their organization respects their work, their work contributes to the organization goals and more importantly their personal aspirations of growth, rewards and pay are met.

The Hay Group defines engaged performance as “a result that is achieved by stimulating employees' enthusiasm for their work and directing it toward organization success. This result can only be achieved when employers offer an implicit contract to their employees that elicits specific positive behaviours aligned with organization's goals...”

Lanphear defines EE as “the bond employees have with their organization” Lanphear further espouses that “when employees really care about the business, they are more likely to go the extra mile.

Process of Employee Engagement

1. Prepare and Design
2. Employee Engagement Survey
3. Result Analysis
4. Action Planning
5. Action Follow-up

Benefits of Employee Engagement

1. Effect on Work - The disengaged employee tries to evade work, struggles to meet deadlines and is reluctant to accept additional responsibility.
2. Effect on Co-Workers - The negativity of a disengaged employee, demonstrated either through raves and rants or complete withdrawal from participation, affects the team morale. After all who has not heard of the proverb - one bad apple can spoil the whole bunch.
3. Effect on Customers - Every employee, whether an organization likes it or not, becomes its ambassador. And a disengaged employee either by actively de-selling the organization, or by complete apathy towards their work, product, process, organization help create disengaged customers.
4. Effects on Productivity - Disengaged employees seldom push themselves to meet organizational goals let alone contribute to innovative practices at workplace. Since, they do not believe that their work contributes to the organization; they evade completing tasks thereby affecting team productivity.

5. Effect on Company Performance - In the corporate world, time is money and organizations must innovate to stay relevant. A disengaged workforce by virtue of delayed completion of tasks and inability to improvise and innovate cost the company dollars which ultimately affects bottom line. This has been validated by a Gallup Study whose research showed that costs of disengaged workforce in the United States was upwards of \$300bn annually.

6. Effect on Personal Life of Employee - A disengaged employee is seldom able to shake off the lethargy and perform in the current organization or land a job of preference. This leads to pent up frustration which may ultimately affect his personal and family life.

Benefits of an Engaged Workforce

An engaged workforce form an emotional connect with the organization that helps them

1. Go the Extra Mile to Achieve Individual and Company Success
2. Innovate at Workplace
3. Attract customers and employees
4. Become Evangelists of the company, its product and processes
5. Infuse energy and positivity at workplace.

Elements of Employee Engagement

1. Commitment: Commitment means the degree to which individuals associate themselves with the job, the responsibilities and the organisational objectives. Engaged employees are those who are fascinated by their work and committed to face every challenge to attain their goals. They are dependable and highly productive and therefore, are accountable for what they do.

2. Motivation: Up till recently it was believed that the biggest motivation is achievement. The reverse is also true, which means achievement results in more motivation. If employees put in their 100 percent efforts to take their organisation to the next level, this attained status motivates them more than anything. Proper rewards and recognitions can further motivate them to achieve more and more for their organisation. Motivation and achievement go hand in hand and act as the burning fuels for the success of any organisation.

3. Loyalty: Employees who are actively engaged in their work show more loyalty towards the organisation. The best part is that they need less focus and attention of managers to perform their task as they themselves feel accountable for their job responsibilities and results attained. However, it doesn't take much time for actively engaged employees to turn into disengaged employees if the organisation doesn't have a well established reward system. Recognition is a basic necessity of individuals to remain steered up towards their job.

4. Trust: High levels of employee engagement can be fostered only when trust prevails in the organisation from both the sides. As they share strong emotional bond with the organisation, the latter should also show trust in their abilities. Employees must be given autonomy to perform their tasks their way. They should not be restricted to a specific rules and regulations and therefore, should be motivated to experiment to perform their task in a different and innovative manner.

All these elements play a vital role in determining the fate of an organisation. Besides this, two- way communication to discuss challenges, potential consequences, vision and values and organisation's future should be established. In fact, communication is the backbone of any organisation without which it can't survive for long. Having an open conversation with employees can solve the problems that they are facing in executing their job.

Apart from this, organisational culture, a well established and duly followed reward system including compensation, benefits, stock exchange options and recognition and personal growth and satisfaction of employees are also important factors in improving the levels of employee engagement.

Phases of Employee Engagement

1. Attract

The first phase of the employee engagement cycle is attracting the best talent from the industry. This phase involves creating a positive impression about the work culture and employee career as a potential employer. It is all about carefully creating an authentic, genuine and crafted image as an employer. This is although an indirect yet the first impression that attracts a big pool of candidates to apply for the job vacancies in an organisation. The first phase is the most important phase of the employee engagement cycle.

Another aspect spreading the reputation of an organisation is its employees. They are not only the employees but also are regarded as internal customers. Their job and career satisfaction speaks about their workplace. Therefore, they should not be taken for granted. Besides attracting the talent from the outside, it is important to keep the existing employees attracted towards the organisation.

2. Acquire

The acquire image involves more than one thing. It includes (1) the way the potential candidates are interacted while advertising a position; (2) keeping the promises that were made while hiring them and (3) providing the new joiners a right kind of work culture.

When an organisation advertises a position, interested candidates apply. The way their applications are created, the reaction of the organisation and the manner in which they are approached speak a lot about the image and work culture of an organisation.

Hiring the best talent not only serves the purpose. During their honeymoon or initial period with the organisation, the company must try to keep all the promises that were made during the selection process.

Besides this, they should feel happy and satisfied when their expectations are tested against the reality. Providing the right kind of culture also plays an important role in keeping them engaged.

The whole idea is to prepare them to perform their best by giving them challenging tasks right from the beginning. It's like developing a habit or culture right from the time they decide to work with the organisation.

3. Advance

Continuous moving the talent is the last but an unending phase. It not only involves promoting the employees to a higher designation along with salary increments but also growing them in other tangible and intangible ways. Job rotation can help them grow in experience, responsibility and belongingness but only when it is done right. Advancing the employees in every aspect, be it monetary or non-monetary, is the key to retain people and develop their overall personality.

These above are the main phases of an employee engagement cycle where preparation is done much before an employee joins the organisation. As mentioned earlier, it is not only about attracting, acquiring and retaining the best talent but also deals in advancing their experience and personality

The 3 C's of Employee Engagement

Career: When individuals join an organisation, they expect to build a career with it. If the top management and immediate managers spend dedicated time in carving out the careers of its employees, they will feel that they belong to the organisation. They feel engaged when they receive support from the management in growing their careers.

An organisation can provide its employees with opportunities to grow professionally through job rotations, indulging them in significant tasks, challenging assignments and promotions. They should also be given a specific level of authority and autonomy to take their decisions on their own. The organisations prepare an entirely new breed of employees if they genuinely invest in developing the careers of their people.

Competence: Competence is all about the ability to grow. Regular workshops and training sessions must be held in order to help employees acquire a higher level of skills and competencies. The focus should be on developing for marketable skills. Most employees after spending a few months look for competence-boosting opportunities with the organisation so that they can grow and move to the next level of their careers. While the career focuses on the actual growth in terms of designation, wages and perks and authority, competence is the ability to grow utilizing the opportunities.

Care: Sitting at the topmost, care is regarded the finest art of the managers by which they can make employees feel an indispensable part of their organisation. The managers need to be empathetic and sensitive towards people and understand their personal problems. Showing small day-to-day caring gestures towards employees make them feel that they belong to the organisation and organisation belongs to them.

Key Players in Enhancing Employee Engagement Immediate Supervisors and Managers

Lying on the bottom of the pyramid, immediate supervisors and managers play the most important role in enhancing the levels of employees. As they spend more time with them as compared to the HR people and senior leadership, they can easily determine their actions and find out what will keep them motivated.

Although the directions come either from top management or HRD but they are the one who execute the process and determine the satisfaction level of their workforce. They can interact with the employees and fill scorecards with columns such as actions of employees, what motivates them and job satisfaction level. This is the initial as well the most important step in the entire process.

Human Resource Department

Human Resource Department works on the data collected by the managers and determine the trend among the employees. They identify the most common factors that decrease the engagement levels among employees and the most common opportunities that can enhance it. They study all the cases thoroughly to identify the loopholes in the system and bring it to the notice of top management.

Senior Leadership or Top Management

They review the entire report and the process designed by the HRD or a management consulting firm to enhance the employee engagement levels. They support the process by deciding the priorities and making investments.

Employee Engagement Initiatives

The highly productive and the most reputed companies across the world have understood the fact that it was employee engagement that made them stand apart from all other companies. Different companies had taken different initiatives to enhance the level of engagement among employees towards their jobs and the organisation. Some offer custom-made incentives while some stick to provide extra facilities like crèche for kids, schools for children of employees, pick and drop, provision of food, movie tickets and many other things.

Each company has its own reasons to establish a specific type of reward-motivation programme depending upon their financial status, region in which they are operating and level which they function at and the backgrounds of the employees. In the year 2011, an annual study conducted by the research arm of Kenexa, a leading global HR solution provider, revealed that Indian giants rank highest as compared to their peers in other countries when it comes to employee engagement and effective leadership.

When compared on the national level, India with 71 percent employee engagement ratio secured the topmost rank while Japan was at the lowest position with 38 percent ratio. This was a surprising fact as it is believed that Indian companies have miles to cover in order to achieve what global companies have done already. Factors that made India stand apart from

rest of the countries were employee recognition, emphasis of improvement of quality, show of genuine responsibility of organisation towards employees and opportunities to grow.

The research conducted by Kenexa included India, US, UK, Brazil, Australia, Canada, Denmark, China, France, Finland, Germany, Japan, Spain, Russia, Sweden, The Netherlands, Switzerland, Italy, Mexico and Gulf countries. The most surprising fact is that the Indian companies took creative and unique initiatives to enhance the level of engagement and involvement of their employees.

According to a study conducted by Hewitt Associates in 2009, the software giant HCL Technologies was ranked as the best Indian employer in that year. The reasons being, creation of a positive work culture and its long term approach in the midst of challenging conditions. The other companies who made to the list of top employers were Hindustan Zinc, Taj Hotels, Resorts and Palaces, Cisco Systems, ITC Welcome Group, Eureka Forbes, LG Electronics India, Domino's Pizza India and Marriott Hotels India.

Infosys in year 2011 plans to have its own radio in establishing a healthy and quick interaction and communication amongst employees. The company also plans to host talk shows where top management would interact with the employees. Besides this, the company also has a social networking portal like Facebook. Named as Bubble, it helps employees connect to their colleagues, seniors, subordinates and top management. Infosys had also created Infosys Television.

Indian giants like Mahindra & Mahindra, Mercer, KPMG and Wipro offer democracy to choose their wages and perks depending upon their lifestyles. It is done to decrease as well as prevent dissatisfaction amongst employees. It has worked out very well and companies are successful in drawing and retaining the best talent. The trend began in these IT giants can now be seen in FMCG, banking and other industries.

Types of Employees based on Level of Engagement

An organisation is a collection of individuals who come together and work towards the realisation of a common objective. Larger the number of people working together, larger is the size of the organisation and vice-versa. However, for an organisation to flourish it is important for the employees to operate at their full potential, which unfortunately is not the case in most of the organisations.

Not all employees in the organisation work utilising their full potential. There may be many reasons responsible for the same. They may not associate with the goal of the company, they may have problem with their team, the boss or the subordinate or it may be a general problem of attitude. This fact necessitated the classification of the people into three categories - engaged, not engaged and actively disengaged.

Although there are other classifications also, but this one is based upon the level of commitment or engagement of employees. A brief description about the three is given below:

Actively Disengaged: This is the first category of people who are unhappy and they spread unhappiness in the organisation. They are the disease centres in the company and spread the negative word, provoking and convincing people to leave their jobs. However they are the ones who stay the longest and removing the perceived people competition is their thought of getting to the top or next level in the job.

Engaged: The second category of people are those who are can be identified with words like passion, alignment and innovation; which means that they are passionate, connected to the company and are innovative. They contribute new ideas and turn ideas into reality. These employees are positive in their outlook and they spread positivity. They are proactive; can anticipate the future market conditions are prepare well in advance.

Not Engaged: The third type of employees is the large majority present in organisations almost 50% in number. These do what is told only and they like only one instruction at a time.

They put in time but not energy and passion. They may be either positive or negative in their outlook and opinion about the organisation. They are not proactive and fail to anticipate what might be required next or what the next step is? They wait for instruction from their superiors. In a research conducted by Gallup, it was found out that 16% of the people working in organisations are actively disengaged, 28% are engaged and almost 56% are not engaged. Although these statistics cannot be generalised, but they hold true for majority of the cases and there may be deviation of 5% here and there for each category and not more.

The research therefore points out that people who are engaged are more efficient and deliver results optimally. They have a better understanding of the business, more client focussed and committed to make it big with the organisation they work for.

Within an organisation the percentage of people in these three brackets can help determine the health of the company. For example, greater percentage of actively disengaged employees connotes into even greater losses in productivity, erosion of employee morale and reduction in the bottom line.

Employee Engagement Strategies

1. **Unify the Experiences:** Conduct an employee engagement survey in order to find the factors responsible for engaging and disengaging employees. Unify the common experiences and problems and design employee engagement strategies accordingly. Sharing of feedback in written is one way of communicating the experiences and problems.
2. **Evolving Through Open Communication:** Open communication or face to face communication in the form of discussions can really help in bringing the various issues and identifying the main problems in the organisation. It is very essential to establish a proper communication where everyone can put their views and suggest a solution too. Most of the top organisations ask for suggestions and new ideas from their employees and then offer rewards on giving the best proposal.
3. **Providing Proper Communication Channels:** Some employees are comfortable with open face-to-face communication styles whereas there are some who want to give feedbacks and suggestions in written. Discovering the best channel of communication and establishing a proper route to share feedbacks and views plays a vital role.
4. **Enabling Conversation Fluidity:** Whichever way of communication you choose, ensure that it has required fluidity. There should not be any hindrance in the established method of communication. Not being able to provide feedback or share problems and experiences can lead to frustration and distress among employees. Therefore, ensure that there are no barriers to communication. This can also result in disengaging the engaged employees.
5. **Manage Communication:** Managing communication is the last but the most important step in the entire process. Managers should keep a check on the entire process in order to ensure that it is not adversely affecting the health of the organisation. They must make sure that it serves the desired purpose and is not being used negatively.

Drivers of Employee Engagement

1. **Work/Job Role -** Employees must see a link between their role and the larger organization goal. Understanding this linkage provides an intrinsic motivation and increased engagement. Most employees will come to work on time without possessing a sense of belonging and will try and complete assigned tasks even without possessing that sense achievement on completion of task. However, an employee that sees a clear linkage on how his/her role contributes to the organization will go the extra mile and help create organization wealth.
2. **Work Environment/Organization Culture -** The bond between an employee and the organization is cemented when the employee identifies with the culture of the organization. An employee is engaged and motivated to stretch beyond the call of duty if he/she finds the work environment enabling and supportive.
3. **Rewards and Recognition -** The bottom line is that people work to earn which helps fulfil ambitions. Equitable pay coupled with rewards and recognition programs enhances motivation and leads to commitment and engagement.
4. **Learning and Training Opportunities -** As Lawyer (2006) put it - "People Enjoy Learning." This is especially true in the case of today's millennial workforce that constantly looks at enhancing knowledge and skill. Skill and Knowledge enhancement is not just important for the employees but providing a learning culture is essential for organizations to remain relevant in the constantly changing business landscape.
5. **Performance Management -** An effective performance management system contributes positively to employee engagement. Goal setting lies at the root of any performance management system. Clearly articulated goals, a fair and just means to judge performance and timely, rational feedback are critical elements in creating a bond between the employee and his/her organization.
6. **Leadership -** It is a well recorded fact that most resignations happen because the employee is not satisfied with his/her 'boss.' An organization that spends time and effort in grooming leaders who are aligned to its goals, culture and people invests well. New age industries have a young and dynamic workforce that looks for autonomy in decision making, increased responsibility and accountabilities.
7. **Other Factors -** Clear and open communication, quality of interaction with peers, collaboration, organization policy, organization performance are all contributing factors to employee engagement.

Job Role as a Driver of Employee Engagement

1. **Clear Role Definition -** Engagement begins even before the employee joins work. Carving out a clear job description will actively engage a potential hire and help convert him/her into an enthusiastic joiner and then engaged employee.

2. Paint the Larger Picture - During the peak of hiring activity, my team and I were given a tough time about new joiner renege and attrition of existing employees. Most of the time, we oscillated between bearing the brunt and/or retaliating by throwing our hands up, buying time or throwing industry data points as reference but never did we understand the true impact till one of the business leads sat us down and connected the dots for us and articulated the \$(dollar) impact of each of our activity. That day, we graduated to truly becoming business partners.
3. Job Rotation - The grass on the other side is always greener. While the revenue generating/client facing entities believe that the support staff (like admin, human resources, finance) has a cushy job, the support staff often complains of a vendor like treatment at the hands of the former. An employee can contribute his best if he/she can see how his/her role ties in with the larger organization goals or explore linkages of his/her role with other teams in the organization. For this purpose, tools such as job-rotation, multi team projects, best practice sharing by teams can be leveraged effectively by organizations. Such interactions help create an informal and seamless source of information across teams which helps employees to perform effectively and efficiently.
4. Goal Setting - A realistic and time bound goal that clearly mentions linkage to the organization goal is an important aspect in building an engaged workforce. This will be dealt with in greater depth in the following chapter which deals with Performance Management as a driver of engagement.
5. Job Loading - Organizations can effectively use both 'vertical-loading' i.e. job enrichment and 'horizontal-loading' i.e. job enlargement to motivate employees. Both these approaches allow an employee to explore and use their strengths and also beat work monotony. These also help skill development and enhancement which in turn helps employee output, team output and eventually organization output.

Review of Literature

Fred Luthans and Suzanne J. Peterson (2002) the study first examines the theoretical understanding of employee engagement. Then an empirical investigation is made of the role that a wide variety of managers' (n = 170) psychological state of self-efficacy plays in the relationship between their employees' (average of about 16 per manager) measured engagement and a multiple measure (self, subordinates and peers) of the managers' effectiveness. Results of the statistical analysis indicate that the manager's self-efficacy is a partial mediator of the relationship between his or her employees' engagement and the manager's rated effectiveness. Overall, these findings suggest that both employee engagement and manager self-efficacy are important antecedents that together may more positively influence manager effectiveness than either predictor by itself. Implications for effective management development and practice are discussed.

Alan M. Saks (2006) The purpose of this study was to test a model of the antecedents and consequences of job and organization engagements based on social exchange theory. A survey was completed by 102 employees working in a variety of jobs and organizations. The average age was 34 and 60 percent were female. Participants had been in their current job for an average of four years, in their organization an average of five years, and had on average 12 years of work experience. The survey included measures of job and organization engagement as well as the antecedents and consequences of engagement. Results indicate that there is a meaningful difference between job and organization engagements and that perceived organizational support predicts both job and organization engagement; job characteristics predicts job engagement; and procedural justice predicts organization engagement. In addition, job and organization engagement mediated the relationships between the antecedents and job satisfaction, organizational commitment, intentions to quit, and organizational citizenship behavior. This is the first study to make a distinction between job and organization engagement and to measure a variety of antecedents and consequences of job and organization engagement. As a result, this study addresses concerns about that lack of academic research on employee engagement and speculation that it might just be the latest management fad.

Richard McBain (2007) found the research of current employee engagement practice at 10 organizations and puts forward a resulting model of engagement and commitment. He argues that while employee engagement is a desirable goal, it should not become an end in itself - organizations need to keep it within a strategic context.

M. Sandhya Sridevi and Solomon Markos (2010), Employee engagement is a vast construct that touches almost all parts of human resource management facets we know hitherto. If every part of human resources is not addressed in appropriate manner, employees fail to fully engage themselves in their job in the response to such kind of mismanagement. The construct employee engagement is built on the foundation of earlier concepts like job satisfaction, employee commitment and Organizational citizenship behaviour. Though it is related to and encompasses these concepts, employee engagement is broader in scope. Employee engagement is stronger predictor of positive organizational performance clearly showing the two-way relationship between employer and employee compared to the three earlier constructs: job satisfaction, employee commitment and organizational citizenship behaviour. Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement.

Mendeley (2011) suggest that producing performance increments may be best achieved by orienting the performance management system to promote employee engagement. To this end, they describe a new approach to the performance management process that includes employee engagement and the key drivers of employee engagement at each stage. they present a model of engagement management that incorporates the main ideas of the paper and suggests a new perspective for thinking about how to foster and manage employee engagement to achieve high levels of job performance.

Ologbo C Andrew, Saudah Sofian (2012), Employee engagement is emerging as a critical organizational issue especially as businesses are recovering from the trauma of the global recession. Employee engagement has been an area of interest among many researchers and it had received a greater recognition among consulting firms. The findings of this study showed a significant difference between job engagement and organization; with co-employee support as a major individual factor that influences both measures of engagement and the work outcomes.

Swanlatha C and G. Sureshkrishna (2013), Study on employee engagement, job satisfaction, automotive industries in India Leadership of the organization, Team work. Internal communication, training and development and career, opportunities., Quality of product for customer satisfactions co-operation among the seniors, peers and subordinates. The objective study is about Internal communication, training and development and career opportunities-operation among the seniors, peers and subordinates.

Anitha J. (2014) identified the key determinants of employee engagement and their predictability of the concept. It also studies the impact of employee engagement on employee performance. Causal study was done to study the impact of relationships. A survey questionnaire was developed and validated using a pilot data ($\alpha=0.975$). Simple random sampling was used to select the employees from middle and lower managerial levels from small-scale organisations. A total of 700 questionnaires were distributed and 383 valid responses collected. Regression and structural equation modelling were used to predict and estimate the relationships. It was found that all the identified factors were predictors of employee engagement (r^2 , 0.672), however, the variables that had major impact were working environment and team and co-worker relationship. Employee engagement had significant impact on employee performance (r^2 , 0.597). Special focus and effort is required specifically on the factors working-environment and team and co-worker relationship as they have shown significantly higher impact on employee engagement and hence employee performance. Organisations shall focus on presenting a great environment for employees to work and promote programmes that would enhance peer relationships. Social implications The determinants of employee engagement connote a healthy working atmosphere that reflects on the social impact created by the organisation. Employees would enjoy considerable attention in terms of the determinants being addressed.

William H. Macey and Benjamin Schneider (2015) showed that the term is used at different times to refer to psychological states, traits, and behaviors as well as their antecedents and outcomes. Drawing on diverse relevant literatures, they offered a series of propositions about

(a) psychological state engagement; (b) behavioral engagement; and (c) trait engagement. In addition, they offered propositions regarding the effects of job attributes and leadership as main effects on state and behavioral engagement and as moderators of the relationships among the 3 facets of engagement. they conclude with thoughts about the measurement of the 3 facets of engagement and potential antecedents, especially measurement via employee surveys.

Liat Eldor & Eran Vigoda-Gadot (2016), Research interest in the new concept of employee engagement has grown dramatically in recent years. Employee engagement represents a work-related state of mind characterized by feelings of vigor, fulfillment, enthusiasm, absorption and dedication. However, scholars are still ambivalent about its theoretical contribution to explaining the employee-organization relationship. The goal of the study is to strengthen the theoretical foundation of the employee engagement concept in light of this relationship. they first compared employee engagement to other close concepts such as psychological empowerment and psychological contract. they then examined its contribution to the explanation of work centrality over and above psychological empowerment and psychological contract. their study is based on an interactive sample of 593 employees from both private and public organizations in Israel. Our findings demonstrate that employee engagement is distinct from psychological empowerment and psychological contract and has an incremental value for work centrality over and above psychological empowerment and psychological contract. Implications of our findings are discussed the light of the employee-organization relationship..

Claudia Plaisted Fernandez(2017), The Management Moment is a regular column within the Journal of Public Health Management and Practice. Edward L. Baker, MD, MPH, MSc, is serving as the Management Moment Editor. Dr. Baker is Director of the North Carolina Institute for Public Health, School of Public Health, at the University of North Carolina at Chapel Hill. This study provides commentary and guidance on timely management issues commonly encountered in public health practice.

Li Sun, Chanchai Bunchapattanasakda (2019), Employee engagement is an important issue in management theory and practice. However, there are still major differences in the concept, theory, influencing factors and outcomes of employee engagement, and there is still no authoritative standard. This paper attempts to review and summarize previous research results on employee engagement. The research findings show that there are three shortcomings in previous studies- lack of research on demographic variables, personality differences and cross-cultural differences in employee engagement, lack of research on the mediating or moderating role of employee engagement, and lack of intervention mechanism for employee engagement

Need of employee engagement

Employee engagement is so important to all organizations because having effective strategies in place helps create a better work culture, reduce staff turnover, increase productivity, build better work and customer relationships, and impact company profits.

Important of the study

13. Engaged employees boost productivity
14. Employee engagement increases customer satisfaction
15. Employee engagement enhances company culture.
16. Engagement is a symptom of success
17. Employee engagement helps in unmatched retention

18. Employee engagement facilitate in boosting unparalleled innovation
19. Employee engagement is the key performance results
20. Exceptional management
21. Employee engagement aims at eliminating employees absenteeism
22. Employee engagement aid in keeping healthy employees relations.
23. Employee engagement helps in maintaining healthy home life
24. Employee engagement facilitate in labour conciliation

Scope of the study

The study entitled impact of employee engagement on productivity is restricted to mysore company located at mysore and the period of the study ranges from 2021-22. The study extract its data for analysis based on the primary data collection only.

Objectives of the study

5. To study the concept of employee engagement.
6. To discover on the importance of employee engagement at work place.
7. To ascertain the correlation between the employee engagement and employee productivity.
8. To determine the impact of employee engagement on employee productivity.

Hypothesis of the study

3. There exists a positive correlation between employee engagement and employee productivity.
4. There exist an positive impact of employee engagement on employee productivity.

Research methodology

The study entitled impact of employee engagement on the employee productivity collects is conducted at mysore company

Sample Population: The paint and varnish manufacturing companies located in India.. Sampling Technique: The study intends to collect data using stratified random sampling method.

Sample Frame: the sample frame is taken as Karnataka state, mysore district with special reference to mysore pant and varnish private limited located at mysore.

Sample Size: the same size 50 respondents covering lower level, middle level and top level management employees.

Limitation of the study

4. The study is limited to company specific.
5. The period of the study ranges from 2021-22.
6. The study is based a on primary data, hence prone to bias.

FINDING

1. The frequency of ages projects that 4 of the respondents belong to the age group of 20- 30 years, 20 belong to the age group of 30-40 years, 19 belong to the age group of 40- 50 years and the balance 7 belong to the age group of 50-60 years. the age of the respondent's project that the maximum number of respondents belong to the age group of 30-40 years and the least are of the age group of 50-60 years. It can be interved that the maximum number of the respondents employed in the organization are young fellow being.

2. The frequency of gender projects that 20 of the respondents are male and 30 are female. The gender of the respondent's project that the maximum number of respondents are female and the least are male. It can be interved that the maximum number of the respondents employed in the organization are female.

3. The frequency of qualification projects that 25 of the respondents are degree holder or graduates and the other 25 respondents are master degree or post graduate fellows. the qualification of the respondent's project that it shows an equal representation of degree and master degree fellow beings. It can be intervened that they give an opportunity for both degree an master degree with equal representation in the organization.
4. The frequency of designation projects that 14 of the respondents are lower level management employees, 22 of the respondents are middle level management employees and the 14 respondents are top level management employees. The designation of the respondent's project that majority of the respondents are from middle level management.
5. The frequency of Experience projects that 3 of the respondent is below 00-20 years, 23 of the respondents were of the experience of 20-40 years, 24 of the respondents were of the experience of 40-60 years of experience. The majority of the respondents are from 40-23 years of experience that projects employee loyalty.
6. The frequency of income level projects that 8 of the respondents are between the income level of 3-4 lakhs, 13 of the respondents are between the income level of 4-5 lakhs, 21 of the respondents are between the income level of 5-6 lakhs and 8 of the respondents are between the income level of 6-7 lakhs. Maximum of the respondents are of the income level of 5-6 lakhs.
7. The sample consists of 50 respondents, the range difference of the employee engagement parameters employee productivity parameters between the highest and the lowest values are toggled, The minimum values follow the lower scale and maximum values follow the highest scale of operations.
8. The mean values indicate average value of the statistics. The parameters of the study found to be nearer to strongly agree.
9. The standard deviation measures the spread or dispersion in the series. The parameters of the study found to be varying above 0.5
10. The skewness asymmetry of the distribution of the series around the mean. The parameters of the study at most has a negative skewness, means the distribution has a long left tail.
11. The kurtosis measures the peakness of the distribution of the series. maximum parameters have platykurtic (flat) distribution. As its value is < 3 .
12. The t test found to be significant as the p values were lesser than 0.05 and found to be significant 0.01 level of significance. There is no difference between the sample mean of the employee engagement parameters and employee productivity parameters.
13. The ANOVA table projects that the p value is less then 0.05 and found to be significant at 0.01 level. The hypothesis of equality of two population variance employee productivity and employee engagement is proved. The variance within the samples and between samples is acknowledged.
14. The correlation table projects that the there exist a strong positive correlation between the employee productivity and employee engagement, .i.e., $r = 0.957$ and the p value is lesser than 0.05, that is the correlation is significant at 0.01 level of significance.
15. The ANOVA results shows that p value is 0.000 which is less than 0.05 hence we say that there is a significant relationship between the independent variable employee engagement and the dependent variable employee productivity. The regression co- efficient results shows as indicated that the employee engagement beta values is 0.957 which means the change in independent variable employee engagement by one unit will bring about change in the dependent variable employee productivity by 0.957 units, further more the beta value is positive which indicates the positive relationship between the dependent variable employee productivity and the independent variable employee engagement. In other words we can say that when independent variable employee engagement increases by one unit the dependent variable employee productivity will also increase by 0.957 units which is significant as the p value is lesser than 0.957.

SUGGESTIONS

1. The company is advice to concentrate on range of the least and major affecting parameters of employee engagement as it will have an drastic influence in increasing or deteriorating the employee productivity.
2. The company should keenly observe to see the mean parameters of employee engagement as a major influence on productivity.
3. Trace the variations and toggle with it to reap the positive effect.
4. The trend of bullish to nearer to bearish skewness is acknowledged so scrutinize and audit it to transform the change over to a positive prospects to productivity.
5. Huge volume of kurtosis is acknowledged with big volume of resultants on productivity so become pro active.
6. The variation in the parameters of employee engagement has cause an change in the productivity of employees. Therefore it is advised to have a steady track on the employee engagement parameters to achieve a positive effect and earn maximum profits via through high employee productivity to the organization.
7. The sample representation of the population is very true which is acknowledge by t test, by this it is advised to scrutinize in detail each parameter of employee engagement which truly can project the influential parameter to increase the employee productivity.

8. The correlation acknowledges a positive correlation between employee engagement and employee productivity therefore the company should constantly watch and validate the success rate of appropriate engagement criteria's in the organization which will have a positive relation in increasing employee productivity,

9. The employee engagement has been proven regressors in projecting a positive impact on employee productivity hence forth it is advised to monitor and trace its statistics to access the positive impact/ negative impact earlier and have control on transforming its negative effect to positive effect by certain making corrections in the dependent variables that is employee engagement criteria's.

Conclusion

Employee engagement is attracting a great deal of interest from employers across numerous sectors. In some respects it is a very old aspiration – the desire by employers to find ways to increase employee motivation and to win more commitment to the job and the organization. The study mainly aimed at to study the concept of employee engagement and the employee productivity later on the study formulated firstly the hypothesis that there exists a positive correlation between the employee engagement and employee productivity. Secondly the hypothesis that there exist a positive impact of employee engagement on employee productivity. The study collected data using primary data collection methodology using stratified random sampling using an administered questionnaire where the sample frame was the each level of management employees with a sample size of 50 respondents. The study employed the descriptive statistics, t test, ANOVA, correlation and regression to arrive at a fruit full result. Finally the study proved that there exist a positive correlation between the employee engagement and employee productivity and there exist a positive impact of employee engagement on employee productivity.

The variation in the parameters of employee engagement has cause an change in the productivity of employees. Therefore it is advised to have a steady track on the recruitment and selection parameters to achieve a positive effect and earn maximum profits via through high employee productivity to the organization. The sample representation of the population is very true which is acknowledge by t test, by this it is advised to scrutinize in detail each parameter of employee engagement which truly can project the influential parameter to increase the employee productivity. The correlation acknowledges a positive correlation between employee engagement and employee productivity therefore the company should constantly watch and validate the success rate of appropriate employee engagement criteria's in the organization which will have a positive relation in increasing employee productivity, The employee engagement has been proven regressors in projecting a positive impact on employee productivity hence forth it is advised to monitor and trace its statistics to access the positive impact/ negative impact earlier and have control on transforming its negative effect to positive effect by certain making corrections in the dependent variables that is employee engagement criteria's.

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