

## EMPLOYEE ENGAGEMENT AND WORK OUTCOMES IN SAHARANPUR'S INDUSTRIAL SECTOR: A REVIEW

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### ABSTRACT

Employee engagement is a crucial factor driving organizational success. Employee engagement encompasses emotional connection, motivation, and job satisfaction, leading to improved productivity, job performance, and retention. In the industrial sector, employee engagement is crucial for driving productivity, efficiency, and quality. Engaged employees enhance operational performance, reduce turnover, and improve safety. This paper highlights the significance of employee engagement in the industrial sector, emphasizing its impact on organizational success, competitiveness, and sustainability. The study examines the significance of employee engagement in achieving desirable work outcomes, informing strategies to enhance employee engagement and ultimately contribute to business success. This review paper examines the association between employee engagement and work outcomes among industrial sector employees in Saharanpur. A comprehensive analysis of existing literature reveals a significant positive relationship between employee engagement and work outcomes, including job performance, productivity, and employee retention. The findings suggest that fostering a work environment that promotes employee engagement can lead to improved work outcomes in the industrial sector. The paper highlights the importance of organizational policies and practices that prioritize employee engagement, well-being, and development. The insights from this review can inform strategies to enhance employee engagement and work outcomes in the industrial sector, contributing to organizational success and employee well-being.

**Keywords:** Employee Engagement, Work Outcomes, Industrial Sector, Saharanpur, Job Performance, Productivity, Employee Retention, Job Satisfaction, Organizational Success, Work-Life Balance, Modern Industries, Technological Advancements, Employee Well-Being, Organizational Culture, Work Environment, Review.

### I. INTRODUCTION

The sector classification categorizes economic activities into primary (raw material extraction), secondary (industrial sector: manufacturing, construction), and tertiary (services) sectors. This classification is crucial for economic analysis, policy-making, and data collection. As part of the secondary sector, the industrial sector transforms raw materials into finished items through manufacturing, construction, and processing, advancing economic development, innovation, and employment. It includes industries like automotive, textiles, and utilities, playing a vital role in shaping the economy and society.

The industrial sector is a vital component of a country's economy, encompassing various industries that produce goods and services. It includes manufacturing, construction, utilities, and mining, driving economic growth, innovation, and employment. By leveraging technology and machinery, industries in this sector enhance productivity and efficiency, contributing significantly to the country's GDP and global competitiveness. The industrial sector's impact extends beyond economic benefits, influencing societal development and shaping the future of work.

#### Transformation of traditional industry into modern industry:

The transformation of traditional industries into modern industries can be attributed to several key factors. Technological advancements, such as digitalization, automation, and data analytics, have played a significant role in driving this change. Additionally, shifting consumer behavior, including increased expectations for personalized experiences and convenience, has forced businesses to adapt and innovate. Globalization and increased competition have also pushed companies to rethink their strategies and operations. Furthermore,

demographic and social changes, such as the aging population and growing demand for diversity and inclusion, have led to changes in hiring practices, product development, and marketing strategies. Economic and environmental factors, including economic uncertainty and growing concerns about sustainability, have also contributed to this transformation. As a result, traditional industries have had to evolve to remain competitive, leading to the emergence of modern industries that prioritize innovation, sustainability, and customer experience. This transformation has enabled businesses to stay ahead of the curve and thrive in an increasingly complex and dynamic global market. And this transformation of traditional industry into modern industry had a great impact on employ engagement and work productivity as well<sup>1</sup>.

The shift from traditional to modern industries has had a profound impact on employee engagement, transforming the way employees interact with their work and their organizations. In traditional industries, hierarchical structures and rigid management styles often led to disengagement and stagnation, as employees felt micromanaged and undervalued. Limited opportunities for growth and development further exacerbated this issue, leaving employees feeling trapped and unfulfilled. In contrast, modern industries have prioritized employee development, well-being, and innovation, fostering a more collaborative and inclusive work environment. With a focus on autonomy, flexibility, and creativity, modern industries have seen a significant increase in employee motivation, productivity, and job satisfaction. Employees are now encouraged to think outside the box, contribute to innovation, and take ownership of their work, leading to a sense of purpose and fulfillment. Moreover, modern industries have recognized the importance of employee well-being, providing resources and support to promote mental health and work-life balance. As a result, employees are more likely to be engaged, contribute to innovation, and drive business success. The transition to modern industries has also led to the adoption of new technologies and tools, enabling employees to work more efficiently and effectively. Overall, the shift from traditional to modern industries has transformed the way employees interact with their work, leading to a more positive and productive work experience. By prioritizing employee engagement, modern industries have been able to attract and retain top talent, drive innovation, and achieve business success in an increasingly competitive marketplace.

The shift from traditional to modern industries has significantly impacted work productivity, transforming the way employees work and interact with their tasks. In traditional industries, rigid hierarchical structures, manual processes, and limited technological advancements often led to inefficiencies, boredom, and decreased productivity. In contrast, modern industries have harnessed the power of technology, innovation, and flexible work arrangements to boost productivity and employee engagement. With the advent of digital tools, automation, and data analytics, modern industries have streamlined processes, reduced errors, and increased efficiency. Moreover, the adoption of flexible work arrangements, such as remote work and flexible hours, has enabled employees to work in environments that suit their needs, leading to improved work-life balance and increased job satisfaction. Additionally, modern industries have prioritized employee well-being, providing resources and support to promote mental health, wellness, and professional development. As a result, employees in modern industries are more likely to be motivated, engaged, and productive, leading to improved overall performance and competitiveness. The transformation from traditional to modern industries has also led to the creation of new job roles and industries, such as software development, data science, and digital marketing, which require specialized skills and expertise. Overall, the shift from traditional to modern industries has revolutionized the way work is done, leading to significant gains in productivity, efficiency, and employee satisfaction. By embracing innovation, technology, and flexible work arrangements, modern industries have set a new standard for productivity and performance, enabling businesses to thrive in an increasingly complex and dynamic global market.

Employee engagement is crucial for organizations because it has a significant impact on various aspects of the business. Employee engagement refers to the degree to which an employee is committed to and invested in their organization, their work, and their colleagues. It's essentially how emotionally connected and enthusiastic employees are about their job and the company they work for. Engaged employees are more likely to be productive, satisfied, and committed to the organization's success<sup>2</sup>.

The significance of employee engagement lies in its ability to drive organizational success and employee well-being, as outlined below:

1. Engaged employees are more efficient, effective, and deliver high-quality work, leading to increased productivity.
2. Engaged employees are happier, more fulfilled, and enjoy their work, leading to increased job satisfaction.
3. Engaged employees are more likely to stay with the organization, reducing recruitment and training costs.
4. Engaged employees provide better customer service, leading to increased customer loyalty and retention.
5. Engaged employees are more likely to contribute to innovation, creativity, and problem-solving.
6. Engaged employees are more likely to stay with the organization, reducing turnover and improving retention.
7. Engaged employees are more likely to communicate effectively with colleagues, customers, and stakeholders.
8. Engaged employees are more likely to become advocates for the organization, promoting its products and services.
9. Engaged employees are more likely to contribute to improved financial performance, increased revenue, and reduced costs.
10. Organizations with high levels of employee engagement are more likely to have a competitive advantage in the market.

Employee engagement increased job satisfaction which making the engaged employees happier and more fulfilled in their work. Engaged employees are more likely to have opportunities for career advancement and professional growth. Engaged employees are more likely to have improved physical and mental well-being. Engaged employees are more likely to feel a sense of purpose and meaning in their work.

Engaged employees are more efficient and effective which increased the productivity of the organization. Engaged employees are more inclined to drive higher revenue and enhance financial results. Engaged employees are more likely to reduce costs and improve efficiency. Organizations with high levels of employee engagement are more likely to have a competitive advantage. Overall, employee engagement is crucial for organizations because it has a significant impact on productivity, job satisfaction, customer experience, and bottom-line results.

#### **Situation of industrial sector in Saharanpur:**

Saharanpur's industrial sector is a significant contributor to the region's economy, with a diverse range of industries such as wood carving, paper, textiles, and engineering. The city is renowned for its wooden handicrafts, with a long history of skilled artisans producing high-quality products. Other prominent industries include agro-based, hosiery, and machinery manufacturing. With five industrial areas and support from UPSIDA, the sector provides employment opportunities and drives economic growth. However, the sector's growth and development are influenced by factors like infrastructure, technology, and market demand<sup>3</sup>.

## **II. THE LITERATURE REVIEW**

Veshne et. al., (2022), in his study attempts to find out the impact of communication climate on employee engagement in the private sector banks of North Karnataka. A review of literature also reveals the satisfaction may be experienced on the job due to various reasons and drivers which are not necessarily connected to employee engagement. However, the literature also indicates that job satisfaction is often equated with engagement and can serve as a predictor of employee engagement. Thus, this constraint is used to study the mediating role between communication climate and employee engagement in private sector banks of North Karnataka. The researcher also examines whether demographic factor such as age, gender, qualification and Organization tenure influence the level of employee engagement the study reveal that the level of employee engagement across people with different age groups and education and reliability of information are important in influencing the perception communication climate satisfaction and predicting the level of employee engagement the study reflected that communication climate and job satisfaction both predict a significant positive impact on employee engagement.

Goel & Madan, (2020), examines that organization needs to give employees the freedom to do their work and stimulating and environment that has a committed working life. With increasing responsibilities at home and desire to excel and their careers, employees and often distracted from their work that must be addressed. The employees at the assets of the organization and if they are not given space for perfect mix of work and play are

done, the best performance from there can be difficult. Therefore, an organization must realize the importance of employees, more than any other variables, as they try to engage them with the high possible level by introducing appropriate measures. Therefore, it is recommended that private banks and public sector banks from each other so that in all cases of employee engagement can be accelerated. No longer public sector banks have guaranteed growth that private sector banks pose a major challenge. It is certain that an employee hired and satisfied surely bring higher productivity. Therefore, everyone must get out of their complacency and adapt best practices from the other sector.

Lothila, (2018) initiated his study titled "A study an employee engagement and work outcomes among IT sector employee in Kerala", with the fact that employee engagement must not be viewed as a survey or program, instead as an ongoing, disciplined method to achieve higher performance or productivity. The present study evaluated the relationship between the three levels of employee engagement namely vigor, dedication and absorption and work outcomes like job satisfaction, organizational commitment, organizational behavior and turnover intentions and the findings reveal the relationship are statistically established. Thus, every organization should realize the importance of employees and their engagement levels, more than any other variables, and try to engage them to the utmost possible level by intriguing suitable measures.

Jain & Singh, (2017), undertaken the research to understand the psychological disparities of engaged and disengaged associates and impact of leadership strategies on engagement. As per the result there were no significant differences in number of associates in engaged and disengaged category on gender, education, marital status, and the sector of employment. Engaged associates were found to be significantly more emotionally stable, lively, group oriented, affiliative, relaxed, self-controlled, less anxious as compare to the disengaged associates. Disengaged associates were found to be significantly more individualistic, serious, restrained and anxious as compare to the engaged associates. Engaged associate what found to be significantly lighter on self-esteem and self-efficacy as compared to the disengaged associate. The results of locus of control are however very peculiar as engaged associates are significantly higher on internal locus of control and external locus of control (chance control and powerful others) both. Leadership strategies of 'collaborate' and 'control' had significant positive effect on employee engagement of engages associates: while, collaborate leadership strategy had significant negative impact on employee engagement of disengaged associates.

Mittal, (2017) in their research titled "employee engagement practices in banking sector a comparative study of public and private banks" made an attempt to study the engagement of different levels (senior, middle, junior) of employees in the public and private banks and analyzing of different organization factors such as organizational culture, communication, work life balance, employee recognition, compensation and training and development. They presented the conceptual Framework that will help both researchers and practitioner know the engagement level for both the private and public sector banks. It was found that senior employees had more engagement in comparison to middle and junior level employees. The organizational factors such as compensation, work life balance, employee recognition, training and development etc. had not much impact on engagement. Only the organization culture and communication impacted engagement. Thus, it is suggested that banks should aim to improve the organizational culture and communication also more opportunities should be given to Junior and Middle level employees, so as to increase engagement levels.

Shanbhag, (2016) in their study identified the relationship of leadership, communication and loyalty to employee engagement within residential sector in real estate industry in Mumbai. It further identifies the relationship among employee engagement variable such as ecosystem, empowerment and enthusiasm on independent variable such as sex, marital status, education, age, years in current organization, years' work in position, years of experience and job status. The most interesting factor in the study identifies the type of information being shared by leadership and how will it be being shared. For example, executive direction on work priorities the various between the leadership related to communication was a great interest as it further supports the literature review and the importance of tailoring approach on communication for employees in the organization. Manager are positioned to provide more daily communication and coaching at site level, while executive leadership carries the expectation to provide the vision and the direction of the business. Both roles are responsible for sharing information that is relevant to the employee and how this how the sharing of this information is presented prove to be significantly related to the level of employee engagement. The findings

reveal a strong correlation between these variables which could easily have positive or negative impact on the organization depending on the effectiveness of the leadership and communication with ultimate leads to a certain level of employee engagement and loyalty.

Bhargavi, (2015) in their study titled "A study on employee engagement and its impact on organizational effectiveness in select Global companies in Bangalore city" investigates the elements that affect and determine employee engagement within the context of global companies in Bangalore city. The study was undertaken to measure the current engagement level of employees and its impact on organization effectiveness and to recommend suggestion to overcome Organizational ineffectiveness through employee engagement enhancement. The study gives us an insight about the engagement level of employees in the Global companies in Bangalore city. The study indicates that employees are not highly engaged because of aspects such as discontentment regarding the organization culture, inadequate resources support, lack of co-employee's support, dissatisfaction in the actions and behavior of the senior management, annoyance concerning company human resources and procedures and distressing opportunities. With reference to organizational effectiveness, a majority of the employees agree with regard to return on investment, retention of employees and corporate social responsibility was found to be at moderate level.

### **III. RESEARCH GAP**

Despite the growing importance of employee engagement in the industrial sector, there is a dearth of research on this topic in the context of Saharanpur. Existing studies have primarily focused on employee engagement in other regions or sectors, leaving a knowledge gap in understanding the specific challenges and opportunities faced by industries in Saharanpur.

1. Limited understanding of employee engagement drivers: There is a lack of research on the key drivers of employee engagement in the industrial sector of Saharanpur, including factors such as job satisfaction, work-life balance, and organizational culture.
2. Insufficient exploration of work outcomes: Few studies have examined the relationship between employee engagement and work outcomes, such as productivity, job performance, and employee retention, in the context of Saharanpur's industrial sector.
3. Industry-specific challenges and opportunities: The industrial sector in Saharanpur faces unique challenges and opportunities, such as the impact of technological advancements, changing workforce demographics, and regional economic conditions, which have not been adequately addressed in existing research.

By addressing these gaps, this review aims to illuminate the role of employee engagement in Saharanpur's industrial sector, providing insights that can inform organizational strategies and policies to enhance employee engagement and productivity.

### **IV. RESULTS AND CONCLUSION**

The review investigated the association between work engagement and work outcomes among employees in the industrial sector. The findings revealed a significant positive relationship between work engagement and work outcomes, including job performance, productivity, and employee retention. Employees with higher levels of work engagement tended to exhibit better job performance, were more productive, and had higher job satisfaction. The results suggest that work engagement is a crucial predictor of work outcomes in the industrial sector.

This review provides valuable insights into the importance of work engagement in achieving desirable work outcomes in the industrial sector. The findings highlight the significance of fostering a work environment that promotes employee engagement, leading to improved job performance, productivity, and reduced turnover rates. Organizations in the industrial sector can benefit from implementing strategies to enhance work engagement, such as providing autonomy, recognition, and development opportunities. By investing in employee engagement, organizations can reap benefits in terms of improved work outcomes, increased productivity, and reduced costs associated with employee turnover. The study's findings have implications for organizational policies and practices aimed at promoting employee engagement and improving work outcomes.



## **V. IMPLICATIONS**

Organizational policies: Organizations should prioritize employee engagement by providing a supportive work environment, recognizing employee contributions, and offering development opportunities.

Managerial practices: Managers should focus on building strong relationships with employees, providing autonomy, and empowering them to take ownership of their work.

Employee well-being: Organizations should prioritize employee well-being by promoting work-life balance, providing resources to manage workload, and supporting employee health and wellness.

While this review provides valuable insights, it has some limitations. Future research should explore the relationship between work engagement and work outcomes in other industries and contexts. Additionally, longitudinal studies could investigate the causal relationship between work engagement and work outcomes.

In conclusion, this review highlights the importance of work engagement in achieving desirable work outcomes in the industrial sector. By prioritizing employee engagement, organizations can improve job performance, productivity, and employee retention, ultimately driving business success. The findings of this study can inform organizational policies and practices aimed at promoting employee engagement and improving work outcomes.

## **VI. SCOPE FOR FUTURE RESEARCH**

The current research on the association between work engagement, and work productivity of employees in the industrial sector lays a solid foundation for future studies. To further expand on the current research, it would be beneficial to incorporate additional variables, such as organizational culture and job involvement. Investigating the correlation between work-life balance and employee engagement could provide valuable insights. Moreover, a comparative analysis across different sectors could help identify variations in engagement drivers and work outcomes, enabling targeted interventions.

To further expand on this topic, several potential research directions can be explored: Investigating the mediating role of work-life balance in the relationship between work engagement and work productivity. Investigating the influence of organizational culture on work engagement and productivity in the industrial sector. Comparing the effects of work engagement on work productivity across different industries or sectors. Exploring the role of employee well-being in the relationship between work engagement and work productivity. Developing and testing intervention aimed at enhancing work engagement and work productivity in the industrial sector.

By pursuing these research directions, future studies can provide a more comprehensive understanding of the complex relationships between work engagement, work-life balance, and work productivity, ultimately informing strategies to enhance organizational effectiveness and employee well-being.

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