

Predictors of Employee Engagement Among Workers of Retail Textile Outlets in Puducherry

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Abstract

Employee engagement is necessary for retaining the workers employed in an organization. Such an engagement is induced by certain factors, which are subject to change from employee to employee depending upon various reasons. So, for this purpose, this study has been undertaken in order to find the factors influencing employee engagement among 238 textile industry workers (retail outlets) in Puducherry. For this purpose, the factors such as organizational policies, workplace relationships, family and personal commitments, workers' thoughts about their profession, employees' perceptions towards the organization & honors & financial rewards are considered as the influencers for the study. Collected data has been analyzed using statistical tools such as Pearson Correlation Analysis and Multiple Regression Analysis. Except for family & personal commitments and honors & financial rewards, all other influencing constructs are significantly linked to employee engagement. Among the predictors of the work engagement, it has been found that family & personal commitments is the highest influencer of the employee engagement, while honors & financial rewards is the least-influencing construct of workers' engagement. Suggestions such as flexible work time, alternative work schedule, medical expenditure reimbursement, and other suggestions to improve the better (employee-centric) organizational policies are provided.

Keywords: Employee Engagement, Textile Industry Workers, Puducherry, Employee Engagement Predictors, Organizational Policies

Introduction

Employee engagement refers to the level of employees' adoring feelings towards their profession. It includes

employees' organizational commitment and the employees' productivity because of their hard work on the accomplishment of the work-related tasks. Such an engagement of workers is not merely the employees' job satisfaction. It is an activity, which is measured beyond that, and it could be even stated that the employees' work contentment is a part of workers' engagement. Various factors induce such a work engagement of the working individuals and it is subject to change among each worker. Henceforth, for this purpose, this study has been done to find factors influencing work engagement.

Since several studies have already been conducted on the occupational engagement viz-a-viz done by Ala'a Nimer AbuKhalifeh and Ahmad Puad Mat Som (2013); Manish Gupta et al. (2015); Julia Christensen Hughes and Evelina Rog (2008) and many more. As the above-mentioned studies are conducted with the focus of examining the employee engagement among the workers of beverage firms, financial services organization and hospitals, there is an absence of investigating the same among the retail textile industry workers in the Puducherry region. So, to cater to the need to bridge this gap in the research, the current investigation is carried out.

Review of Literature

Ala'a Nimer AbuKhalifeh and Ahmad Puad Mat Som (2013) identified that worker development forms are the most inducing constructs of employee engagement and on the performance of the organizations. Manish Gupta et al. (2015) explored that constructs such as implicit benefits, organizational culture and policies are the influencers of employee engagement in India. Shelly A. Berg and Seung

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Youn Chyung (2008) revealed that age and education do not have a significant effect on the informal learning engagement of the workers in their professional environment. Julia Christensen Hughes and Evelina Rog (2008) discovered that effective talent management improves the recruitment, retention and employee engagement rates. M. Brad Shuck et al. (2010) exposed that the constructs such as association development, co-workers' relationships & attachments, professional climate and learning opportunities are the strong admiring factors, the employee engagement admires.

Lieli Suharti and Dendy Suliyanto (2012) revealed that factors such as organizational culture, leadership style and loyalty significantly affect employee engagement. Arti Chandani et al. (2016) through the literature review explored that the factors such as individual differences, job characteristics, and gender & ethnic diversity are inducing employee engagement. Nada Al Mehrzi and Sanjay Kumar Singh (2016) observed managerial support and managerial culture and found that these are related to employee engagement. Vhutshilo Masibigiri and Hester Nienaber (2011) revealed that the leadership has stronger outcome on the assurance and the engagement of the workers. Benjamin Balbuena Aguenza and Ahmad Puad Mat Som (2012) revealed that the constructs such as monetary rewards, occupation characteristics, career expansion and profession and personal life management are the retention strategies that reduce attrition and enhance commitment and engagement.

Sabine Sonnentag et al. (2008) explored that the work engagement mediated the psychological detachment. Dan-Shang Wang and Chia-Chun Hsieh (2013) revealed that trust is optimistically associated with the engagement. In the research works of Boonyada Nasomboon (2014), it has been explored that the leadership obligation directly induces the professional performance and engagement. Solomon Markos and Sandhya Sridevi (2010) identified that employee engagement is the affirmative inducer of the organizational performance. The authors namely Wilmar B. Schaufeli and Marisa Salanova (2007) in their study has discovered that burnout and employee engagement are significantly and inversely associated with one another. Chang-qin Lu et al. (2014) explored that professional engagement is optimistically linked with physical and relational job crafting. Vicente Gonzalez-Roma et al. (2006) discovered an inverse association amid burnout & professional engagement. Ahmad Zairy Mohd Soieb et al.

(2013) revealed that the employee engagement is induced by the leadership styles.

Stan De Spiegelaere et al. (2014) explored that work insecurity and autonomy are directly and indirectly related to the occupational engagement. There is an optimistic relationship amid the work contentment, professional engagement and motivation of the workers (Polite Masvaure et al. 2014). Rajesh Singh (2016) identified that employee motivation is induced by the factors such as recognition, engagement and organizational culture. Researchers like Maureen F. Dollard and Arnold B. Bakker (2010) have discovered that the psychosomatic protection environment is the predictor of employee engagement. Abdulwahab S. Bin Shmailan (2016) revealed that employee satisfaction is constructively related to the work engagement. Muhammad Imran Qureshi et al. (2013) explored that the attrition is negatively associated with the professional environment.

Ji Hoon Song et al. (2014) revealed an affirmative connection among the team performance & the occupational engagement of workers. Work engagement is a significant contributor of psychological capital and performance Didem Rodoplu Sahin et al. (2014). Xiaomeng Zhang and Kathryn M. Bartol (2010) identified that psychological empowerment is strongly associated with the engagement. Mark Attridge (2009) in his research investigation has suggested that work engagement could be improved by the leadership style, job design and resource support. Tzvetana Stoyanova and Ivaylo Iliev (2017) revealed that successful leadership improves employee engagement. Bora Kwon et al. (2016) discovered that the employees' voice practices enhance the work engagement of the workers. Arnold B. Bakker et al. (2005) explored an inverse affiliation among burnout and professional engagement of the working couples. Soleman Mozammel and Perry Haan (2016) revealed that the transformational leadership style has a partial impact on employee engagement.

Alan M. Saks (2006) summed up that managerial support predicts organizational engagement. Mohammad Esmaeel Ansari et al. (2013) concluded that there's no significant link between trait anger and the workers' engagement. Mai Ngoc Khuong and Nguyen Hoang Yen (2014) explored that ethical leadership and visionary are constructively related to employee engagement. Marie Carasco-Saul et

al. (2014) identified that leadership is directly associated with the workers' engagement. Hongwei He et al. (2013) revealed that higher procedural justice projects that reduced employee morale identity has a low significant effect on employee engagement. Chieh-Peng Lin (2010) discovered that there is no significant relationship between the ethical citizenship of the workers and their work engagement. Yvonne O. Brunetto et al. (2014) summed up that the managerial climate is the strong forecaster of the professional engagement.

Aakanksha Kataria et al. (2013) revealed that professional engagement moderates the association between the psychological climate and organizational effectiveness. Auli Airila et al. (2012) explored that work engagement is significantly associated with the workability. Eean R. Crawford et al. (2010) exposed that challenges-oriented demands are optimistically associated with employee engagement. Antje Schmitt et al. (2015) revealed that there is a U-shaped relationship between the time pressure and employee engagement. Ali Abbas Albdour and Ikhlas I. Altarawneh (2014) exposed that the workers' engagement affects their commitment towards the organization. M. Salanova and W. B. Schaufeli (2008) explored the professional commitment intervenes the association amid the work-related possessions & proactive behavior. Manish Gupta et al. (2017) revealed that the work engagement mediated the association between the psychological capital and the organizational citizenship behavior.

Al-Tit et al. (2015) explored that the employee engagement mediated the association between the workers' communication and contentment. Hakanen et al. (2008) revealed that the professional resource strongly influences the work engagement of the working professionals. Ageyman and Ponnaiah (2014) exposed that retention is strongly related to the demographics of the workers. Saxena and Srivastava (2015) summed up that the occupational engagement is strongly related to the organizational culture. Sabine Sonnentag (2003) revealed that recovery was optimistically allied with the work engagement and proactive behavior. There's a significant affiliation between the internal CSR and work engagement (Ali Abbas Albdour and Ikhlas Ibrahim Altarawneh, 2012). Through the works of Al-dalalmeh et al. (2018), it has been revealed that the work engagement of the IT professionals is significantly related to the organizational performance.

Thakur (2014) discovered that the rewards and recognitions are significantly associated with the work engagement of the clerical jobs. In the works of Schaufeli et al. (2001), it has been identified that constructs such as cynicism and exhaustion are inversely associated with one another. Professional engagement of the workers improves organizational citizenship behavior of working individuals (Kataria et al., 2013). Michael S. Christian et al. (2011) have explored that the job engagement is positively associated with the work contentment of the professionals. Trincherro et al. (2014) concluded that the private sector nurses are very much engaged and committed to the work than that of the public sector nurses. Hanaysha (2015) explored that professional engagement has a significant and optimistic outcome of the productivity of workers.

Joo et al. (2015) summed up that the workers are greatly engaged when they are having stronger psychological capital. Preko and Adjetey (2013) revealed that there is a significant correlation with the workers' trustworthiness, engagement & performance. Jacquelyn Boone James et al. (2010) explored that the constructs such as supervisor support & recognition, contentment of schedules, work clarity & career development are the influencers of the employee engagement. Parent and Lovelace (2015) concluded that the optimistic professional culture improves employee engagement. The objective clarification strongly induces employee engagement (Kim et al., 2012). In the works of Brunetto et al. (2013), it has been revealed that there is no impact of the engagement on the turnover of the nurses employed in Australia & the USA.

Ariani (2015) revealed that the psychological conditions explored the relationship between the supervisors' relationships, workers' relationships and employee engagement. Jian Ming Luo et al. (2015) explored that the factors such as career development planning, flexible welfare policy & work engagement programs have a positive effect on the new generation manufacturing employees in China. Mohammad Rabiul Basher Rubel and Daisy Mui Hung Kee (2013) explored that the organizational and the supervisory supports have an optimistic and a significant association with that of the employee engagement. Kim and Park (2017) exposed that organizational procedural justice is constructively intercorrelated with employee engagement.

Wefald et al. (2011) revealed that there is a significant association among the professional outcomes with that of the attrition, professional contentment & organizational commitment. Anninkan and Oyewole (2014) explored that there is an optimistic and significant relationship between the organizational climate and workers engagement. Freddy Arifin (2014) stated occupational engagement is significantly allied with the work performance of the teachers. Patrizia Villotti et al. (2014) exposed that there is no significant relationship between the organizational social support and professional engagement. C. Swarnalatha and T. S. Prasanna (2013) revealed that the work environment that paves the way for the work engagement results in the retention of the employees working in an organization.

Elsabe Diedericks and Sebastiaan Rothmann (2013) summed up that the employee engagement moderated the association between occupational role fit and resources availability et al. Organizational citizenship behavior is directly influenced by the work engagement (Khahan Na Nan et al. 2016). Through the works of Daniela Gutermann et al. (2017), it has been explored that the work engagement is optimistically related to the work engagement and inversely with the turnover intentions. Authors like Latifah Abd Latib et al. (2014) on their research investigation has highlighted that Facebook usage and functionality are the predictors of employee engagement. William H. Macey and Benjamin Schneider (2008) stated that satisfaction is optimistically associated with work engagement. Piyali Ghosh et al. (2014) identified professional engagement is optimistically associated with the age of the employees.

Sandra Penger and Mataj Cerne (2014) summed up that the observed support from the superiors moderated the liaison amid the bona fide leadership and professional dedication. Ho Nhut Quang et al. (2015) revealed that emotional & intelligent leadership has a sturdy outcome on workforce engagement. Nancy Papalexandris and Eleanna Galanaki (2008) exposed that the firm type plays a moderating task in determining the bond among the vision articulation and subordinates' work engagement. Irena Figurska (2015) revealed that the superior's actions are responsible for the poor work engagement of the knowledge workers.

Zajkowska (2012) suggested that appropriate relationships among the workers improve their engagement levels and

in turn the growth of the nation. Daniel Moura et al. (2015) revealed that the empowerment and the engagement of the employees are the strong influencers of the professional contentment of the workers. Salanova et al. (2005) stated that the resources from the organization and the work engagement of the employees determine the quality service of the workers for their customers. Messarra (2014) concluded that religious discrimination at the workplace affects their organizational commitment and the professional engagement of the workers. Paek et al. (2015) revealed that professional engagement moderated the association between the psychological capital and the professional contentment of the workers.

Otieno et al. (2015) explored that the occupational engagement of the working individuals is major predictor of organizational performance in Kenya. Avery et al. (2007) found that the proper relationships with the peers are significantly related to the employees' engagement. Manish Gupta and Musarrat Shaheen (2017) revealed that the work engagement mediated the relationship between the psychological capital and the attrition rates. Balakrishnan and Masthan (2013) discovered a constructive bond amid internal communication & occupational engagement. Thirapatsakun et al. (2014) explored that the observed organizational support has an indirect impact on the attrition rates via the work engagement of the employees.

Research Gap

Through the extensive and rigorous review of literature, it has been identified that many studies have already been done with the focus of employee engagement among the textile industry workers such as those done by the authors and the researchers namely Devi S. C. et al. (2016); Bhuiyan (2012) and Ahmed et al. (2016). All these studies focused on the textiles and the garments industries located in India (as a whole) and Bangladesh (either in the form of case studies or whole garment industry of the country), respectively. But, they all failed to interrogate the employee engagement of the textile retail industry employees in Puducherry region. Henceforth, for achieving this gap in the research, the present study was carried out.

Objective of the Research

Major purpose of the investigation is to identify the relationship between the factors influencing the employee

engagement and with that of the workers' engagement. The ancillary objective of this research investigation is to identify the most inducing factor of employee engagement and offer further suggestions to improve the work engagement of the textile employees in Puducherry.

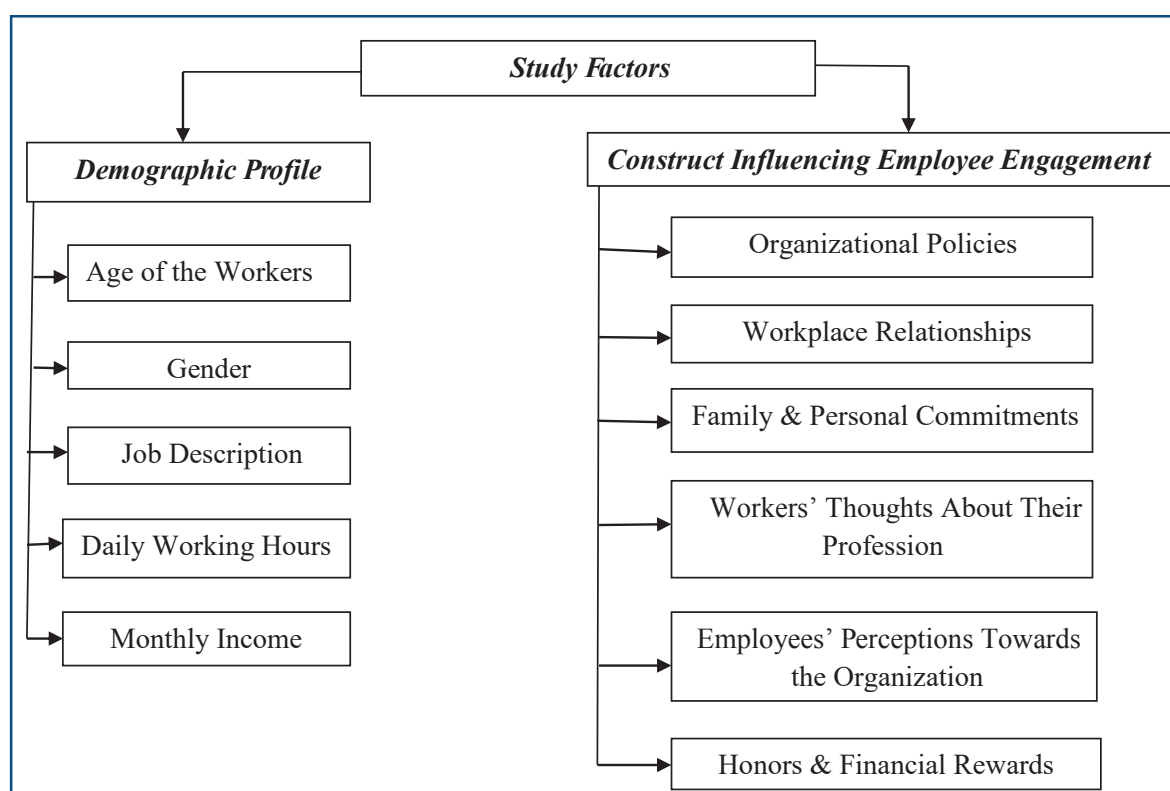
Research Methodology

Convenient sampling technique is adopted. Samples have been collected from 238 textile industry outlets located in Puducherry region. The collected samples are subjected to

Cronbach's alpha scale of reliability and validity to ensure the validity of the questionnaire, Pearson correlation for assessing the link among predicting factors & professional engagement of the working individuals, and on the multiple regression analysis for finding the most influencing construct of such engagement of employees.

Factors Taken

Constructs for the study are listed, and they are provided below in diagrammatic illustration as follows.



Source: Author's Compilation

Fig. 1: Study Factors

Association Amid the Influencers and Work Engagement

Managerial policies refer to those policies of the organization which a business organization follows in its business activities. Such organizational policies, in this context, refer to those policies that are framed by the business management about their employees. In this study, the organizational policies are considered as

predictors of the employee engagement since, appropriate human resource policies of the organization have a strong effect over the work engagement of the employees (Jose & Mampilly, 2012). General idea prevailing about this relationship is that the occupational engagement of the workers arises due to the favorable organizational (employee-centric) policies and while there is an inverse association between the professional engagement with that of the unfavorable/poor organizational policies. As

this general myth is subject to change with the practical reality and from employee to employee, for this purpose to ascertain the results of this relationship among the textile retail industry workers in Puducherry, organizational policies have been undertaken as an influencer in the present study. The hypothesis framed for assessing this study has been provided below.

H₀¹: Organizational policies have no significant relationship with the employees' engagement.

Workplace relationships refer to the relationship that exists among the workers, co-workers, peers, superiors, subordinates, clients/customers, and the management. Followed by the organizational policies, workplace relationships are considered as the influencer of the employees' engagement. Workplace relationships have a relationship with the work engagement of the professionals (Ahmed et al. 2017). But, it is necessarily not same in every case, as such a relationship is subject to change, workplace relationships are considered as the second influencer of this study. For testing the same in this study, the following hypothesis has been framed.

H_a²: Workplace relationships have a significant association with the employees' engagement.

Family and personal commitments include those needs and demands of the family members that need to be fulfilled by the working individuals (beard winners) of their family. Therefore, it requires more time to get involved with their family. Such family involvement has a significant relationship with the employees' engagement (Kuruppuge & Gregar, 2017). As this finding is subject to change among every working individual, the family & personal commitments is added up as an influencer for the study. The hypothesis framed for testing such a relationship is provided below.

H₀³: There is no significant affiliation among family & personal commitments and with that of the employees' engagement.

Workers' thoughts about their profession are taken as the fourth influencer of the workers' engagement. If employees' perceptions tend to be positive then there would be better work engagement of the employees; on the other hand, the pessimistic ideas over the profession

would result in the reduced professional engagement of the workers. As these relationships are just the result of the common understanding of the researchers, there is an absence of empirical evidence supporting such relationships. So, to bridge this gap in existing research works, the workers' thoughts about their profession have been considered for the study. The hypothesis framed for this purpose has been presented below.

H_a⁴: Worker's thoughts about their profession and employee engagement are significantly allied with one another.

Employees' perception towards the organization has been considered as one of the predicting variables of employee engagement. Similar to that of the above-mentioned factor, i.e., the workers' thoughts about their profession, this construct also induces the engagement of the workers. In brief, it could be stated that if the workers' opinions about the organization are positive, then there would be better chances of improvement in the work engagement. While on the other hand, the negative ideas towards the management would end up in the reduced professional engagement of the workers. Since there is a lack of empirical studies in this relationship, the present study has been undertaken for evaluating such associations. So, to bridge this research gap, the employees' perceptions of the organization have been added up as a factor for the study. The hypothesis framed for this purpose has been provided below.

H₀⁵: Employees' perceptions towards the organization are not significantly interconnected with their work engagement.

Honors is financial rewards is the last influencing factor of employee engagement in this study. Recognition and proper remuneration act as a strong motivator because it leads to the improvement in the work contentment and in turn on the work engagement of the employees (Maleka et al., 2017). Since these findings are subject to change among each and every individual and to test the same in this study, the honors and financial rewards are added up as the predictor of the employee engagement. The hypothesis framed for the study has been listed below.

H_a⁶: Honors and financial rewards are significantly linked with the employee engagement.

Analysis of Data

Table 1: Demographic Profile Among 238 Textile Industry Workers

Particulars	Frequency	Percentage
Age		
19-28 years	24	10.08%
29-38 years	43	18.07%
39-48 years	69	28.99%
49-58 years	54	22.69%
Above 58 years	48	20.17%
Total	238	100.00%
Gender of the Workers		
Male	123	51.68%
Female	115	48.32%
Total	238	100.00%
Job Description		
Salesmen/Women	124	52.10%
Supervisor	9	3.78%
Cashier	14	5.88%
Warehouse In Charge	6	2.52%
Floor In Charge	18	7.56%
Section In Charge	24	10.08%
Security	29	12.18%
Marketing Executives	6	2.53%
Manager	8	3.37%
Total	238	100.00%
Daily Working Hours		
Up to 8 hours	19	7.98%
8 – 10 hours	159	66.81%
10 – 12 hours	49	20.59%
Above 12 hours	11	4.62%
Total	238	100.00%
Monthly Income		
Up to Rs. 9,999	147	61.76%
Rs. 10,000 – Rs. 14,999	68	28.57%
Rs. 15,000 - Rs. 19,999	10	4.21%
Rs. 20,000 & above	13	5.46%
Total	238	100.00%

Source: Primary data

Frequency distribution and the simple percentage analysis of the demographic profile among 238 textile owners are displayed in Table 1. Considering the age of the workers, 24 professionals (10.08%) are aged from

19 to 28 years, 43 workers (18.07%) are aged from 29 to 38 years, 69 employees (28.99%) are aged from 39 to 48 years, 54 respondents (22.69%) are aged from 49 to 58 years and the remaining 48 interviewees (20.17%) are aged from more than 58 years. In view of the gender, 123 respondents (51.68%) are male workers and the remaining 115 interviewees (48.32%) are female individuals. Job description of the employees are concerned; hence, 124 working individuals (52.10%) are salesmen/women, 9 workers (3.78%) are supervisors, 14 professionals (5.88%) are cashiers, 6 respondents (2.52%) are working warehouse in charge workers, 18 interviewees (7.56%) are working as floor in charge professionals, 24 workers (10.08%) are employed as section in charge employees, 29 professionals (12.18%) are working as securities, 6 interviewees (2.53%) are marketing executives and the remaining 8 workers (3.37%) are managers. The daily working hours are considered; hence, 19 employees (7.98%) are employed up to 8 hours, 159 professionals (66.81%) are working for 8-10 hours, 49 workers (20.59%) are working for 10-12 hours and the remaining 11 working individuals (4.62%) are working for more than 12 hours a day. Taking the monthly income of the workers into account; hence, 147 workers (61.76%) are earning up to Rs. 9,999 per month, 68 professionals (28.57%) are earning from Rs. 10,000 – Rs. 14,999, 10 workers (4.21%) are earning up to from Rs. 15,000 – Rs. 19,999 and the remaining 13 professionals (5.46%) are earning a monthly income of Rs. 20,000 & above per month.

Table 2: Reliability and Validity Analysis

Study Factors	Cronbach's Alpha's Reliability
Organizational policies	0.714
Workplace relationships	0.759
Family & personal commitments	0.729
Workers' thoughts about their profession	0.845
Employees' perceptions towards the organization	0.814
Honors & financial rewards	0.745
Employee Engagement	0.746

Source: Primary data

Cronbach's alpha scale of reliability and validity analysis for the study factors is described on Table 2. Among the factors considered for the study, taking into account the

influencers of the employee engagement, organizational policies has a Cronbach's alpha value of 0.714 coefficients, workplace relationships has 0.759 Cronbach's alpha, family & personal commitments has 0.729 Cronbach's alpha value, worker's thoughts about their profession has 0.845 Cronbach's value, employees' perceptions towards the organization has 0.814 Cronbach's value, and honors & financial rewards has 0.745 alpha score. Employee engagement has 0.746 coefficients. Cronbach's alpha value for all the factors are above 0.7 coefficients; then it is considered that the items in the questionnaire is found to be reliable and could be used for further process of data collection.

Table 3: Pearson Correlation for the Association Amid Influencing Factors and Professional Engagement Among 238 Respondents

Study Factors		Pearson Correlation
Organizational policies	Pearson correlation	0.841*
	Significance	.012
	N	238
Workplace relationships	Pearson correlation	0.458*
	Significance	0.032
	N	238
Family & personal commitments	Pearson correlation	0.587
	Significance	0.128
	N	238
Workers' thoughts about their profession	Pearson correlation	0.689**
	Significance	0.006
	N	238
Employees' perceptions towards the organization	Pearson correlation	0.814*
	Significance	0.048
	N	238
Honors & financial rewards	Pearson correlation	0.745
	Significance	0.145
	N	238

Source: Primary data

Note: 1. ** - significant - 5% level.

2. * - significant - 1% level.

Pearson correlation analysis is conducted for identifying the rapport amid Pearson correlation and work engagement among the 238 textile industry workers in Puducherry.

H_0^1 : Organizational policies have no significant relationship with the employees' engagement.

Organizational policies are strongly and positively related to employee engagement at 0.841 coefficients. P-value (.012) is lower than 0.005, the null hypothesis is discarded at 5%. Henceforth, it is inferred that organizational policies have no significant relationship with the employees' engagement at 5% level.

H_a^2 : Workplace relationships have a significant association with the employees' engagement.

Workplace relationships are weakly and optimistically associated with the workers' engagement at 0.458 coefficients. P-value, i.e., 0.032 is lower than 0.005, the alternative hypothesis is accepted at 5%. Therefore, it could be stated that workplace relationships has a significant association with the employees' engagement.

H_0^3 : There is no significant affiliation among family & personal commitments and with that of the employees' engagement.

Family & personal commitments are moderately and constructively affiliated with the employees' engagement at 0.587 coefficients. P-value (.128) is better than 0.05 and the null hypothesis is acknowledged at 5%. So, it could be inferred that there's no significant affiliation among family & personal commitments and the employees' engagement.

H_a^4 : Workers' thoughts about their profession and the employee engagement are significantly allied with one another.

Workers' thoughts about their profession are moderately and positively correlated with the employees' engagement at 0.689 coefficients. P-value, i.e., 0.006 is lesser than 0.001, the alternative hypothesis is accepted at 1%. So, it could be inferred as the workers' thoughts about their profession and employee engagement are significantly allied with one another.

H_0^5 : Employees' perceptions towards the organization are not significantly interconnected with their work engagement.

Employees' perceptions towards the organization are strongly and positively interrelated with the work

engagement at 0.814 coefficients. 0.048 is p-value and it is lower than 0.005, the null hypothesis is discarded at 5%. Therefore, it could be stated as the employees' perceptions of the organization are significantly interconnected with their work engagement.

H_a^6 : Honors and financial rewards are significantly linked with the employee engagement.

Honors and financial rewards are moderately & constructively linked to work engagement at 0.745 coefficients. P-value (0.145) is more than 0.005 and the alternative hypothesis is discarded at 5%. Consequently, it could be inferred as honors and financial rewards are significantly linked to employee engagement.

Table 4: Multiple Regression Analysis Amid the Inducers and the Workers' Engagement

Study Factors	Unstandardized Coefficients	SE of B	Standardized Coefficient	t	P
Dependent construct (Workers' engagement)	3.8845	1.4324	-	2.678	0.032*
X1 (Organizational policies)	0.163	0.022	0.046	0.845	0.182
X2 (Workplace relationships)	0.045	0.054	0.482	0.967	0.341
X3 (Family & Personal commitments)	0.018	0.020	0.756	0.745	0.009**
X4 (Workers' thoughts about their profession)	0.742	0.090	0.056	0.634	0.013*
X5 (Employees' perceptions towards the organization)	-0.415	0.019	0.689	0.987	0.415
X6 (Honors and financial rewards)	-0.634	0.074	0.743	0.341	0.037*

Source: Primary data

Note: 1. ** - significant - 5% level. 2. * - significant - 1% level.

Multiple regression analysis for the inducers and the workers' engagement amid 250 workers is shown in Table 4. On Table 4, workers' engagement is the dependent factor and, on the other hand, the constructs such as X1 (organizational policies), X2 (workplace relationships), X3 (family & personal commitments), X4 (workers' thoughts about their profession), X5 (Employees' perceptions towards the organization) and X6 (Honors and financial rewards) are the independent constructs.

0.961 is the multiple R-value and it projects the association among the level of relationship between the influencers and the employee engagement. Such multiple R-value clearly describes that there is a strong level of relationship between the influencers and the workers' engagement. The R-square value is 0.872 coefficients and it is significant at 5% as its p-value (0.012) is lower than 0.005. Based on unstandardized coefficients, the regression equation thus formed is

$$Y = 0.163X_1 + 0.045X_2 + 0.018X_3 + 0.742X_4 - 0.415X_5 - 0.634X_6$$

From the above equation, it could be inferred that the employee engagement rises for every single unit rise in

the organizational policies at 16.3% and it is insignificant as its p-value is .182 which is more than 0.005. 0.045 is the coefficient that exists between the workplace relationships and the workers engagement. This states that the worker engagement upsurges by 4.5% for every unit rise in the workplace relationships. This relationship is found to be insignificant as its p-value i.e., (.341) is greater than 0.005. The family & personal commitments are associated with the employees' engagement at 0.018 coefficients thus stating that the workers' engagement improves at 1.8% and it is found to be significant at 1% as its p-value (0.009) is lower than 0.001. Workers' thoughts about their profession are positively related to the employee engagement at 0.742 coefficients and this shows that the workers' engagement increases at 74.2% for every per unit increase in the workers' engagement. Such a relationship is significant at 5% as its p-value (0.013) is lesser than 0.005. Employees' perceptions towards the organization is negatively related with the workers' engagement at 0.415 coefficients and this clearly projects that employees' engagement falls by 41.5% for each and every unit fall in the employee engagement. Such employees' perception towards the organization is insignificant at 5% as its p-value (.415) is more than 0.05.

Honors & financial rewards are negatively linked to the employee engagement at .634 coefficients and this shows that the employee engagement falls by 63.4% for each and every single unit downfall in the workers' engagement. Such honors & financial rewards are significant at 5% as its p-value (0.037) is lower than the employees' engagement.

Based upon the standardized coefficients, it has been identified that the family & the personal commitments is uppermost influencing factor of professional engagement at 75.6% coefficients. Then, the next inducing construct is the honors & financial rewards at 74.3% coefficients, then by the employees' perceptions towards the organization at 68.9% coefficients, by the workplace relationships at 48.2% coefficients, by the workers' thoughts about their profession at 5.6% coefficients and at last by the organizational policies at 4.6% coefficients.

Family & the personal commitments is the highest influencer of the employee engagement because the respondents could easily meet and satisfy their family and the personal commitments. As soon as the personal commitments of the workers are achieved, they would easily concentrate and focus on their employee engagement.

Findings and Conclusions

The study found that the influencing factors such as organizational policies, workplace relationships, workers' thoughts about their profession and employees' perceptions towards the organization are significantly related to the employee engagement, while the constructs such as family & personal commitments and honors & financial rewards are not significantly associated with the workers' engagement. Among the influencers of the employee engagement, family & personal commitments is the most inducing construct of the employees' engagement and organizational policies is the least influencing factor of the workers' engagement.

It has been found that the constructs such as the family & personal commitments, honors & financial rewards and the organizational policies reduce the employees' engagement at work. Hence, it is the responsibility of the organization to ensure that the organization should frame necessary policies in favor of the employees such as flexible working hours, alternative work hours, better

pay, proper finance, strong appreciation, higher income for the deserving workers, improved policies in favor of the family members such as daycare centers for their wards, increase in the allowances such as children's education, medical expenditure and reimbursement of the entire medical expenses of the workers as well as that of the family members. Therefore, it could be stated that the proper and appropriate organizational policies lead to better professional engagement of workers employed in an organization. Such employee engagement, in turn, leads to the increased retention and reduced attrition of the workers. Increased retention rates make the employees to have a strong focus on their work and this, in turn, paves way for the increased organizational commitment and productivity. Increased organizational productivity improves the performance of the organization. Better organizational performance upsurges the standard of living of the workers and ultimately on the growth of the economy.

Scope for Further Research

Since the research focuses on the employees of retail outlets of the textile industry located in Puducherry, the study could be extended to the whole of the textile industry sector including the manufacturing, wholesalers and sole proprietorship employees in the Puducherry region. By doing so, the complete picture of the factors influencing employee engagement in the Puducherry region would be obtained.

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