5.1 Summary Findings

In the previous chapter on EE: An Empirical Analysis, the researcher specified in detail the tests which were used to gauge the overall objectives of the research study. EE as a construct was investigated in much detail. Every valid step which was conceptualized earlier was put into place in order to check the robustness of the EE Model deciphered in the context of the organizations. To summarize the findings here, the ambit of the objectives would be taken into consideration. Based on the objectives, the whole research study would be assessed. This study has been able to underpin the concept of EE as it is practiced in the organizations of India. This section will discuss the findings of this study and examine the same in detail, while joining the connection with the earlier academic studies which have been conducted in the past years.

The study of EE is a much desired academic pursuit, though several academic studies covering the scope of EE have been conducted in the past. The study could be hailed as pioneering in the essence that its initial essence was based on exploration, and not confirmation. The study purpose was to have a new perspective on EE. The measurement aspect of how EE can be deliberated was mooted. Several studies were analysed in order to reach the position where survey questionnaires could be finalised. In the survey questionnaire, various and varied antecedents of EE, which could be identified and assimilated were pinned according to the type of engagement which is prevailing in the organizations of India. The next valid step was to check the outcomes of having an engaged workforce. The literature was analysed to find what type of engagement outcomes were envisaged. After having deliberated upon the possible consequences of EE, it was then tested empirically to clarify the structure and the nature of relationship that EE commands at the workplace. The use of Structural Equation Modelling (SEM) was utilised in order to test and develop a robust model of EE. The model which was finally underpinned was self-explanatory and could easily portray what caused EE in the organization, and what are the possible consequences.
of EE. The methodology followed throughout this study concerned the judicious blending of theoretical dimension of EE as portrayed in the existing literature (both academic and consultancy based) on EE, and also the robust empirical analysis which followed the conceptualisation. After reaching a stage where the EE Model has been underpinned, the varied relationship of constructs which exist in the organization was weighed upon.

5.1.1 The Study of Employee Engagement: The Construct

Due procedure was followed in order to justify the predictors or drivers of EE. The initial driver identification process yielded that all the predictors so identified need to be explored more in order to check the factor structure of the whole set. The objective was to have those set of predictors which were conceptualized based on the studies of Kahn (1990) and May et al. (2004). The study of May et al. (2004) envisages the engagement of human spirit at work. The psychological constructs which have been researched here were that of meaningfulness, safety, and availability. The concept of Workplace Spirituality (WS) was also considered and conceptualized as a necessary quotient which drives engagement in any organization. There has been consensus among the academic fraternity regarding the relationship of WS and Psychological Meaningfulness (PM) (Pfeffer, 2003). The concept of calling and membership was also tested in this research study to gauge the integration of both the constructs. The concept of ‘interconnectedness’ was also assessed as Mitroff and Denton (1999) envisage that spirituality is a feeling of being connected with one’s complete self as well as with others and the universe. The concept of WS was also explored in order to understand what really drives engagement in the organizations. The question which still looms before the academic fraternity of EE is whether they have done enough to understand and unravel the inherent meaning of the construct ‘engagement’? Can engagement be regarded as a concept which is related to the organizational outcomes such as profitability and rate of return or is it something very innate? The definition given by Kahn (1990) speaks about the utilisation of organization’s member selves to the work role and the effort which an employee exerts for fulfilling the work role in cognitive, physical, and emotional manner. Are the three facets of engagement as given by Kahn (1990) viz., cognition, emotion, and
physical engagement inconclusive or is there a need to look into the finer intricacies of engagement and what really drives engagement in the organization? The importance of human spirit at work has long been taken into perspective; however, the need was to create a scale to measure the same. Kinjerski & Skrypnek (2004, p. 27) define spirit at work as “a term that describes the experience of employees who are passionate about and energized by their work, find meaning and purpose in their work, feel that they can express their complete selves at work, and feel connected to those with whom they work”. The concept of engagement as envisaged by the eminent researchers portray that engagement is a momentary feeling which is experienced if there is a feeling of psychological meaningfulness, psychological safety, and psychological availability in the employees (May et al., 2004). Taking all the aspects into consideration, the researcher theorised a model in which EE was conceptualized as a latent construct. The use of SEM was very handy in the analysis as depicted earlier. It was also intended that EE be construed as a formative construct which signifies that the factors or the drivers so identified would form into the EE construct. Each factor or predictor would explain the meaning of EE in the organizations. The concept of Work Role Fit (WRF) should be talked about here in the same vein. The questions which were employed to measure WRF was more or less pointing towards an alignment of the employee’s self with the organization. Employees perceive a feeling of self-worth when the identity the job offers to them is appreciated. This in turn draws the employee to feel good for the organization, and acknowledge the future intention to stay put in the organization. The literature which points a relation of engagement and WRF was conducted by Britt (1999, p. 697), the study propagates the identity prescription link, on the Triangle Model of Responsibility that ‘the degree to which a set of prescriptions or rules are relevant to one’s identity or role’. May et al. (2004) advocate and associate this with an individual’s level of engagement. The researcher conceptualized the theory of engagement keeping in consideration the most valid EE models which have been carried out till date. The most important aspect was to ascertain whether the conceptualization of engagement previously done would be established in this study as well. As asserted by Kahn (1990) and May et al. (2004) the personal engagement questions were also assessed to confirm their dimensions. It is also emphasized here.
that in order to have engaged and spiritual employees, the contribution of co-workers and supervisors should neither be diluted nor ignored (Pfeffer, 2003; Kahn, 1990; May et al. 2004). So in order to investigate what drives EE, the constructs viz., supportive supervisory relations (SSR) and Rewarding Co-worker Relations (RCWR) were also taken into consideration. The next aspect of identifying the drivers included the sufficient resource availability for an employee to do justice with the work entrusted. The various job demands of any work puts the employee in a situation where s/he has to apply her/his job resources. May et al. (2004, p. 18) have identified that there could be possibly three job demands viz., physical, emotional, and cognitive. In order to tackle such demands the availability of resources (physical, emotional, and cognitive) will lead to greater engagement among the employees. The next driver which the researcher identified was Co-worker Norm Adherence (CWNA). The following of any norm in the co-worker group restricts a sense of safety among the employees (Kahn, 1990). Finally, Self-consciousness was also perceived as the restriction on the psychological availability or the confidence of the employee.

The Exploratory Factor Analysis (EFA) was conducted and it was established that many of the constructs which were predicted to load on one factor actually did. The first loaded factor as identified during EFA was supportive supervisory relations (SSR), the Eigen value for SSR was reported to be 16.312, further, each of the ten questions used to measure SSR reported positive significant loading greater than 0.60. The second factor identified was rewarding co-worker relations (RCWR) had an Eigen value of 4.914, each of the ten variables used to measure RCWR was well placed in the factor structure showing the rotated component loading of greater than 0.60, showing no case of cross-loading further establishing the dimensionality of the factor. The third factor assessed was depicting loadings from two constructs viz., Workplace Spirituality (WS) and Work Role Fit (WRF). This factor was named Spirituality and Alignment (SAA). The Eigen value of this factor reported to be 3.903, all the loadings were greater than 0.50. The fourth component identified was Psychological meaningfulness (PM), all the six questions which were utilized to measure meaningfulness, resultantly loaded on to one component, lending credibility
to the factor structure as anticipated. The Eigen value of the component was reported to be 3.474, and all the factor loadings were more than 0.60. The fifth factor rotated and grouped into one component, which was named Employee’s Job Resources (ER), five items of ER as conceptualized loaded on one component, the loadings were all reported to be above 0.60, and the subsequent Eigen value was 2.635. The sixth component had only five variables, these variables were from the questions originally meant to measure the personal engagement of the employees. However, questions related to Physical and Emotional Engagement loaded on one factor, originally these questions should have rotated on 3 factors to depict the three dimensions of engagement as originally conceptualized by Kahn (1990) and May et al. (2004). It is significant to acknowledge the fact that the aforesaid researchers did not test for the underlying structure of the engagement scale. The analysis was basically confirmatory in nature. This component was thereby named as Physical and Emotional Engagement (PEE), the corresponding Eigen value reported was 1.977, all the variables loaded above the cut-off limit of 0.50. The seventh factor extracted in the rotated component matrix, had an Eigen value of 1.792, all the four variables loaded were above the cut-off limit of 0.50. This factor component loaded as theorized in the beginning. The component was named as Psychological Availability (PA). The eighth factor extracted was named as Employee’s Self-Consciousness (ESC), the three item factor loaded as previously conceptualized. The Eigen value of the corresponding factor reported to be 1.478, each of the three variables which loaded on this factor had loading greater than 0.50. The ninth factor was named as Co-worker Norm Adherence (CWNA), however it had only two factors, reported Eigen value was 1.453 and loadings were greater than 0.50. The next component had only one variable ‘I am rarely distracted when performing my job’; this question was used to measure Employee Cognition. The corresponding Eigen value was 1.363. The eleventh component identified was named as Psychological Safety (PS), it was constituted of two items which intended to measure PS as conceptualized by Kahn (1990) and May et al. (2004). The Eigen value so reported was 1.300. The last component which had again only one variable viz., ‘Performing my job is so absorbing that I forget about everything else’ was also originally conceptualized to measure the employee’s cognition.
After having deciphered the factor structure, it has to be asserted here that most of the factors loaded as per the literature. So this lends credibility to the scale which was used to gauge the factor structure. However, significant findings could be assessed from the EFA without further delving into the intricacies of the EE model developed at the later stages. The most startling fact which came into the open was that the theory of personal engagement as ideated by Kahn (1990) and later on adapted by May et al. (2004) did not materialize in the present research investigation. The thirteen questions measuring cognitive, emotional, and physical engagement were then separately factor analysed, however, the desirable three components could not be reached.

The most important finding of EFA was the factor structure of the factor SAA, the two constructs i.e., Workplace Spirituality (WS) and Work Role Fit (WRF) loaded on one factor as per the preliminary EFA. Those variables which are significantly correlated converge and rotate on one factor. Work Role Fit had been conceptualized as ‘Alignment’ in the earlier study (Singh & Kumar, 2012). The concept of work role getting aligned with the individual employee’ self-concept and that with the organization prompts the researcher to name the factor so deciphered as ‘Spirituality and Alignment’ (SAA). It is always construed that meaningful work, community, and alignment are the three dimensions of WS (Milliman et al., 2003). In the same vein according to Krishnakumar and Neck (2002, p. 158), “fostering spirituality will lead to the employees feeling complete when they come to work.” The different works on WS pronounce the inherent relationship between EE and WS. Milliman et al. (2003) further advocate that spirituality brings wholeness; Duchon and Plowman (2005, p. 826) assert that the whole self includes the spiritual self and the workplace which helps in enabling the expression of spirit, thereby those workplaces which ignore the spirit can be the reason for less productive work environment. This further brings forth the claims in this study that WS and alignment go hand in hand. A similar comparison can be drawn from the study of Rich et al., (2010), who emphasize that engagement involves a holistic involvement of self into one’s role, which makes it broader to other concepts which have a narrow definition of self. Other researchers also advocate that organizations that exhibit spirituality, “create an environment
where integration of the personal and professional selves are possible, engaging the whole person in the work process” (Jurkiewicz & Giacalone, 2004, p. 134).

The importance of connections is also a key component of WS and EE. WS involves a feeling of being connected with one’s work as well as with co-workers and others associated with work (Krishnakumar & Neck 2002; Milliman et al. 2003). In their interviews with 14 professionals, Kinjerski and Skrypnek (2004) found that being connected with others as well as something larger than oneself was a key theme that ran through the interviews. Similarly, when people are engaged they are emotionally connected to their work and to others (Kahn 1990). Kahn (1990) found that people experienced psychological meaningfulness and engagement, when they had gratifying interpersonal exchanges with co-workers and patrons. He also studied that accommodating and credulous interpersonal association supported psychological safety and engagement. So not only the concept of WS and alignment are closely connected to EE, the rewarding co-worker relations (RCWR), and supportive supervisory relations (SSR) are also envisaged as being closely related to EE in the context of the individual employee, and the organization. Saks (2011) asserts after the review on the similarities of WS and EE, that though both the constructs have been developed independently, nevertheless, they share common essence. Saks (2011) goes beyond the similarities and emphasises that EE and WS may exist in the organization simultaneously, and those organizations that embrace spirituality in the workplace facilitate and enable the employees to engage themselves in their work roles. This research study has basically drawn parallels between SAA and EE.

The first three factors or components extracted capture the essence of EE in the organizations. The fourth factor i.e., PM can also be regarded as an antecedent of EE. The concept of meaningfulness at work has been emphasized time and again. It has also been researched that meaningfulness at work is also an antecedent of EE i.e., it drives engagement in the context of an organization. As emphasized by Ashforth and Pratt (2010), the exploration for meaning and the requirement for being part of “something greater than oneself” are key motivators for organizational identification. In the context of this research study, identification of self in the context of organization is termed as ‘Alignment’. This gives a logical direction that
psychological meaningfulness at work experienced could lead to both WS and Alignment. Therefore, further analysis on this pretext was warranted.

Researches on engagement focus on job resources and job demands (Saks, 2011). The fifth factor component which was identified was Employee’s Job Resources (ER). The necessary requirement which ought to be provided to the employees has been contextualised as resources in this study. Resources are deemed as a prerequisite of having engaged employees. The non availability of resources may lead employees towards disengagement. The stress literature emphasises that those employees who experience excessive burden of work, are inclined to withdraw or disengage from work, conceivably with the intention of replenishing their resources (Ganster & Schaubroeck, 1991).

In addition to psychological meaningfulness, Kahn (1990) and May et al. (2004) also accentuate two other psychological conditions to be engaged at work. Psychological Availability (PA) was reported in the EFA as a factor structure. PA signifies the confidence that employees display in relation to being available to work. It can be also assessed as the readiness of an employee to engage in his/her work role in a positive manner. Psychological Safety (PS) was also asserted to be a factor which could influence EE. However, the loadings displayed that only two variables loaded on PS, which makes it virtually non-existent as far as the higher level multivariate tests are concerned.

In order to assess the structure of the EE model, the next valid step in the form of Confirmatory Factor Analysis (CFA) was employed. Eight factors namely SSR, RCWR, SAA, PM, ER, PEE, PA, and ESC were analysed in the CFA. Four of the components which were earlier discovered in the EFA were discarded for want of variables; at least 3 variables are required in order to make a conclusive research in CFA (Kline, 2004). The final results of CFA accentuated that only six prominent factors namely SSR, RCWR, SAA, PM, ER, and PA were valid and reliable as far as the CFA is concerned. The measurement model was then tested for robustness in terms of invariance testing. The invariance testing based on demographic groups showed that as far as measurement is concerned, the model does not deviate much.
Various iterations were done in the model to reach construct validity. Two variables of SAA, and one variable each of PM and ER were deleted to finally formulate a reliable and valid measurement criterion for the predictors of EE. With this formulation, the research study met its first two objectives, to study the construct of EE and to identify the drivers of EE.

5.1.2 Prediction of Employee Engagement

Having identified the drivers (predictors) of EE, the ensuing criterion was to develop a structural model in which the predictor variables were investigated. The desired result was that the drivers identified after the measurement model (CFA), would be able to predict EE. Subsequently, structural equation modelling (SEM) was employed to investigate the aforesaid relationship. As already detailed explanations have been given in the previous chapter, the study would now focus on the final result. Having tested all the drivers in the formative set, it was found that except SAA all other factors were not able to explain EE with the required strength as measured by standardised regression weights, and the significance as depicted by the ‘p’ value. However, with model respecification and mediation effect of SAA coming good, the researcher was able to retain SSR and PM in the final model.

5.1.3 Dimensions of Employee Engagement

According to Kahn (1990) and May et al. (2004), engagement consisted of three dimensions viz., cognitive, emotional, and physical dimension. Each of the dimensions could be utilized in order to a work role. However, the construct measurement based on the aforesaid work did not yield result in this research study. However, using the latent construct concept, it was established that EE is formed by SAA, PM, and SSR. Though, the relationship between PM and EE, and SSR and EE is not a direct significant relationship. The mediating role of SAA between PM and EE and SSR and EE was established. The total effect was able to explain 86% of the variance in the EE at a significance level of 0.001 (p<0.001), lending credibility to the model. SAA, PM, and SSR therefore are the three dimensions that constitute the EE scale which has been appended in the Appendix 1. In the same vein it must be emphasized here that if only SAA predicts EE, then 83% of the variance is being
explained. The conceptualization of Saks (2011) seems to hold well, that engagement and spirituality may go on simultaneously in the organization, and that spirituality can well be foreseen and developed as an important predictor of EE in organizations. However, the importance of psychological meaningfulness (PM) and supportive supervisory relation is also justified in this research study. It has been established in the earlier researches on EE that PM predicts EE and has a positive significant relationship on EE. The importance of PM can be evaluated from the facts of this research that PM was able to explain SAA with a standardised regression weight of 0.69. Therefore, a cumulative effect on EE was evaluated in this case. Similarly, the relationship of supportive supervisor relation (SSR) with EE was mediated by SAA. In the earlier researches May et al. (2004), brings forth that psychological safety mediated the relationship of SSR and EE, in this present research case it was SAA.

In a formative assessment of SEM, it is assumed that the drivers would form into the latent construct. So the drivers are not just a different set of variables having a causal relation with the latent construct EE, but important aspect of EE. Thus, to summarize the findings three predictors’ viz., SAA, SSR, and PM were justified as the three dimensions of EE. Therefore, this clears out one of the major questions regarding engagement being a Unidimensional or multidimensional construct. This research study clearly comes out with a theory that EE is caused by factors like spirituality and alignment, psychological meaningfulness, and supportive supervisory relations. It seems to be consistent with many researches which portray that engagement is a momentary state of being, in which an employee feels calm and energetic at the same time. Spirituality is known to bring calmness and serenity (Giacalone & Jurkiewicz, 2003). In this state of being the employee also experiences meaningfulness at work. It is also said that this meaningfulness brings sense of purpose for a work-role thus bringing in alignment and connection with the work and the job (Pfeffer, 2003). This explains why SAA mediates the relationship between PM and EE. PM is essentially required to bring a sense of connection of the employee with the work. This connection has been construed as alignment with the work and the organization. The reason as to why SAA mediates between SSR and EE could be decoded here. It is said that spirituality is in all the culmination of the membership, and regarded as the
ability to integrate life (Pfeffer, 2003). Membership is very akin to the group mechanism which includes peers, seniors, and subordinates. Therefore, supportive supervisory relations can bring a sense of membership in the organization which can in a way help the employees to find the ultimate engagement.

EE and In Role Performance

Generally the literature of EE deals with the organizational outcomes. The strong point of the assertion put forward by the Gallup researchers (Harter et al. 2002; Harter et al. 2003), is the relationship of engagement to productivity, profitability, employee retention, and customer service at the business unit level. However, in this study it has been emphasized from beginning that the individual level outcomes are necessary and thus need to be taken care of. The researcher employed the questionnaire of Williams and Anderson (1991) to measure the construct of In Role Performance (IRP). EE explained IRP significantly at a significance level of 0.001 (p<0.001), the standardised regression weight was employed in order to check the strength of the path EE-IRP; it showed a standardised regression weight of 0.490. The squared multiple correlations was 24% thereby signifying that EE explains 24% of the variance in IRP.

EE and Organizational Citizenship Behaviour (OCB)

In the engagement literature organizational citizenship behaviour is regarded as doing something which is beyond the formal specifications of the job (Van Dyne et al. 1994). The EE researches have made this a point that OCB seems to be a natural consequences of having an engaged workforce. This also has an inherent meaning that, exclusively defined, EE is something which requires the employees to go beyond the specifications of the work and do something discretionary for the organization and the peers. Further, research shows that engaged employees are more efficient than others on in-role and extra-role performance, signifying that engaged employees perform fine and are willing to go the extra mile (Bakker et al., 2004). The questionnaire scale of Williams and Anderson (1991) was used in order to measure OCB. Essentially it is difficult to portray or draw a line between what constitutes in role performance and extra role performance. OCB is defined as individual behaviour
which is discretionary, not directly or explicitly related to the formal reward system of the organization) (Katz, 1964). In this research study, as theoretically guided by the previous researchers, it was found that EE was able to have a causal, positive, and significant relation with OCB. The standardised regression weight of the path was 0.42, and EE was able to explain 18% of the variance in OCB. This study lends support to those factions of researchers of EE who advocate OCB to be one of the legitimate consequences or outcome of EE. The significance level at which EE explains OCB was reported to be at p<0.001.

**EE and Job Involvement**

In this research study, Job Involvement (JI) was conceptualized as an outcome variable of EE. According to the EE model, EE explains 56% of the variance in JI, the standardised regression weight of the path between EE and JI was reported to be 0.75 at a significance value of 0.001 (p<0.001). This explains that having engaged employees would harvest into those employees who are involved in their jobs also. The JI construct has also been conceptualized as the antecedent of EE, however, for this study the researcher has classified the construct of JI to be the outcome variable of EE. Various other researchers such as Saks (2006) have advocated that EE acts as an antecedent of JI and in that sense, JI can be construed as the consequence of having engaged employees in the organization. The study methodology and conceptualization confirms JI to be the outcome variable of EE. The conceptualization did hold well, when EE was able to predict JI strongly.

**EE and Job Satisfaction**

Job satisfaction was also conceptualized as the outcome variable of EE. The relationship of EE and JP was assessed through the EE model. The causal effect of EE on JP was established by assessing the ‘squared multiple correlations’ value of JP, which indicated that EE explains 59% of variance in JS. The path between EE and JS showed the regression weight to be 0.77 further demonstrating the strength of the relationship. JS reflects how employees feel about their current job. Simply put, JS is the measurement to identify the extent to which people are satisfied with their job or like their job. Singh & Sharma (2011a) in their research study focus on how having
knowledge management in the organization can ensure management success and consequently job satisfaction. JS emphasises on the views of an employee towards diverse aspects of the work role such as rewards, co-workers, situations, and the nature of work itself. Spector (2006) states some of the popular indicators to measure JS are administration, co-workers, job conditions, communication, security, and the nature of the work. The nature of work is thought to be one of the distinctive facets of job satisfaction (Spector, 2006). JS can be regarded as a condition necessary for the employees to perform well. However, engaged employees are spiritually aligned and derive meaningfulness from their work. The contentment which the employee feels after a day’s work can be referred to as satisfaction. In this scenario, the employee may neither feel spiritually aligned with the organization, nor may s/he find meaningfulness in the work entrusted. The satisfaction criteria may be enough to retain the employees. However, the employees need to be engaged in order to show discretionary behaviour.

EE and Intention to Stay

The fifth outcome as conceptualized in the beginning of the research was Intention to Stay (ITS) in the organization. The organizations are today plagued by the problem of attrition. The HR managers are busy devising plans to retain the employees. For any organization to move forth the talented employees need to be retained. Organizations have acknowledged the importance of human beings in an organization and intend to retain and develop talented people (Singh, 2002), but it’s not just the engaged employees who would like to stay in the organization, and the organizations also make efforts to retain their employees (Singh, 1996). Singh and Kumar, (2013) also assert the role of spiritual leadership to bring about an integration and alignment of the employees which could ward of the problems of attrition. The organizations cannot move forth in an inspiring manner without retaining those employees who matter. The contriving and subsequent formulation of ITS as an outcome of EE stems from this fact that engaged employees are aligned with the organization. The causal relationship of EE and ITS was tested through the EE model, it was established that EE explains 55% of the variance in ITS, and the standardised regression weight of 0.74 further substantiated the causal relationship of EE and ITS.
EE and Rewarding Co-worker Relations

The sixth outcome viz., Rewarding Co-worker Relation (RCWR) was not construed as one of the valid outcomes of EE earlier. However, after subsequent model respecification, it was established that RCWR was having negative formation effect on EE. In this research study, the formative modelling was used with the help of SEM, in this every factor as predictor contributes to the overall explanation of the construct EE. The motive behind confirming RCWR as the consequence of EE is that when the employees feel engaged in the organization, a sense of membership (relationship with co-workers) develops. As reported in this study before, that the spiritual development of employee’s leads to engagement among the employees. This development helps the employees to organize their relationship with co-workers. A connection with the co-workers and the feeling of being worthwhile is experienced. The trust level also augments when there is increased engagement in the organization.

5.1.4 Inter-Sector Findings of the Study

In order to check the robustness of the EE model, the model was run on the different sectors of the study. The mechanism for identification of significant difference was the non-parametric Kruskal-Wallis test. It was used to ascertain whether or not there is a significant difference between the different sectors identified for study, with respect to the antecedents of EE viz., SAA, SSR, and PM. Having ascertained that there is significant difference between the IT and Education sector and also Banking and Education sector. However, no significant difference was observed between the IT and Banking sectors. The ideation which followed this result was to merge IT and Banking and assess the relation with Education sector. Mann Whitney U test was employed to check for any significant difference between the two groups so formed with respect to SAA, SSR, and PM. Significant difference was reported between the two groups and hence for post-hoc analysis, the researcher employed the Bonferroni correction. It had been established by then that there is a significant difference between the two groups. The EE model was re-run on both the groups to identify the effect on the constructs. It was found that EE was better explained in the Education sector than in the IT-Banking sector. The stringent work hours, the unity of command
violation, the dearth of meaningfulness experienced at work, and the relationship with the supervisors could be some of the reasons as to why the employees in the IT-Banking sector do not experience more engagement. The mean scores averaged for IT-Banking sector employees was PM – 3.58, SAA – 3.77, SSR – 3.26, for the education sector the mean scores of the antecedents of EE were PM – 3.92, SAA – 4.20, SSR – 3.25. The results demonstrated that the IT-Banking sector report comparative low level of EE when assessed through its drivers. Most importantly, the Education sector showed that the employees are highly spiritually aligned with the mean individual scores of 4.20 out of 5. Similarly, the mean score in psychological meaningfulness dimension also shows the stark difference between the two groups, and hence the disparity in results. The possible reasons why Education sector is showing higher level of SAA and PM and subsequently EE, is that employees are in a better position to sense the connection with the work they are doing. This aligns them with the organization they are working for. The noble cause of teaching, daily interaction with the young students, the connection that teachers experience with the learning environment, also explains the high level of spiritual development in the teachers. Further, the respondents were based from one of the premier institute of Higher Education in India – The University of Delhi.

As far as the IT- Banking sector is concerned it is very obvious from the results that the employees do not show very low level of engagement. However, to show results at par with the Education sector the IT-Banking sectors need to do the needful. Some of the recommendations as to augment the level of engagement would be provided in the recommendation section.

**EE and Gender**

The study established that EE differs within the two groups of Gender. It was reported that out of the three dimensions identified viz., SAA, SSR, and PM, there was significant difference between male and female respondents in terms of SAA dimension. Female employees were seen to be more spiritually aligned to the work role entrusted to them and the organization in which they were working. As far as SSR and PM as dimensions were concerned, there was no significant difference
reported between the two groups, lending credibility to the thought process which says that EE does not vary according to the gender groups. However, since SAA is an important dimension of EE, and the male employees were showing less spiritual alignment, therefore, there is a need for the organizations to look into this perspective. This result is consistent with the findings of Johnson (2004), who envisages that female employees tend to be high on engagement than their male counterparts. The focus should be on the ways to augment the spiritual alignment of the male employees in the organization. The first step in this could be to enhance the peer and supervisory relations at work, secondly finding completeness or wholeness at work could be advocated by the organizations.

**EE and Structure of the Family**

According to this research study, out of the three dimensions of EE, the groups based on structure of the family differed only on the SAA dimension. The two groups identified in this were ‘Joint Family’ and ‘Nuclear Family’. On the further assessment of the mean values it was found that employees having joint family system were spiritually more aligned to the work role and the organization in which they are working. The possible reasons which could be deciphered in this case are that employees coming from the joint family system do have a support system in place; further the experience to dwell in a large family makes them more aligned. They may perceive their organization to be a bigger family, and the employees to be akin to their family members. The employees of the nuclear families generally have a separate dwelling. This thought process or attitude leads them to perhaps lesser alignment and subsequently lesser engagement. The work culture of doing the job in the ambit of group may not go down well with those employees who live in nuclear family system. It is asserted by researchers that membership is an important constituent of workplace spirituality; this membership is experienced and enhanced when the employees have constant interactions with people all around. In case of employees belonging to nuclear families, this essential constituent could be missing, which needs to be inculcated in such employees by the organizations. As far as the other dimensions of EE are concerned viz., SSR, and PM, there was no significant report of difference with respect to the structure of the family.
EE and Age

The non-parametric Mann Whitney U test was employed to check the significant difference which may exist between different age groups on the three dimensions of EE. Two equitable groups were created, employee’s who were aged 30 years and less were grouped as ‘30 and Less’ and those employee’s aged more than 30 years were grouped under ‘More than 30’, and subsequent analysis was done. As far as SAA and PM are concerned, it was reported that the two groups did vary in a significant manner. On further checking the groups with respect to mean scores it was found that those employees in the bracket of ‘30 and Less’ reported low mean scores in the SAA and PM dimensions. The possible reasons for this which were deciphered after closer scrutiny, are that young employees seek greater avenues, the idea of settling down do not appeal to the younger lot of employees. The aspirations of accomplishing higher dreams and subsequently working on that may not provide the real connection of the employee with the organization or the work. Connection is not envisaged here because the constant thought process of the young employees below 30 years of age that they would move out of the organization in some years, stop them from aligning to the organization. The viewpoint is very genuine and general in the sense that any employee who knows that s/he has to move out in the near future would not allow herself/himself to experience meaningfulness in the work. On the contrary those employees, who are 30 years and more, are having a thought process to settle down wherever they are. This settling down is not only valid to their family life but also their professional life. They would be seeking less exploration and more stability and consistency; this moulds their thought process to embrace something which they are presently catering to. Therefore, if they already don’t perceive the work to be meaningful, they make efforts to make it one. Moreover, the sense of alignment and spirituality with the organization is developed in a more succinct manner where the employee has worked for a considerable number of years.

EE and Level in the Organization

In terms of position level, Maslach and Leiter (2004) performed a one-way ANOVA to conclude if lead managers reported burnout / engagement effects more than other
employees. Lead managers depicted more signs of burnout (exhaustion and low self efficacy). Towers Perrin (2003), however, drew different results. They asserted that EE augmented with seniority in position, as senior executives possessed those job qualities which routinely drive engagement (autonomy, challenge, stimulation, authority, stimulation, information access, resource access, and growth opportunities) (Towers Perrin, 2003). Further, EE significantly declined as one moved down the position hierarchy progressively, with employees having least amount of control and influence reporting the lowest levels of EE. In this present study which draws similarity with Towers Perrin (2003) research, non-parametric tests were run to determine if there exists a difference in the levels defined as ‘Senior’ and ‘Junior’ levels with respect to the three dimensions of EE. In the context of the levels defined, significant difference between the two levels were identified in the assessment of PM. On closer scrutiny it was found that employees in the senior level demonstrated higher level of psychological meaningfulness experienced at work. In the context of SAA and SSR the two levels did not vary significantly. On the probable reasons as to why the senior level employees experience a higher psychological meaningfulness, it must be asserted that meaningfulness is concomitant to enrichment and embracement. The employees in the senior level reason out why the job or the work is more meaningful to them. Probably, the comfort of choosing the aptitude also favours the senior level in finding meaning in their work. The essence of psychological meaningfulness is that the work one is catering to becomes significant, valuable, and worthwhile to be pursued further. An employee continuously pursues her/his desire to move forward up the ladder hierarchy. If they dislike the work they may not pursue it any further. The similar argument that those employees who have to pursue a particular work because of other reasons, starts deriving affinity towards the work with the passing time, and ultimately derives meaningfulness too. This explains the reason as to why senior level employees derive higher levels of psychological meaningfulness from their work.

**EE and Marital Status**

On comparing the three dimensions of EE viz., SAA, SSR, and PM, across the two groups viz., ‘Married’ and ‘Single’, it was found that there is a significant difference
in the two groups with regard to all the three dimensions. With further investigation it was found that married employees were showing better engagement. The causes which were identified are as follows: the concept of stability works wonders for people in general and employees in particular. Employees who are single do not have stability in life; they are enterprising and dynamic, which is individually a good thing to be and to pursue. However, when it comes to organizational perspective, the scenario changes, the organization does not want its employees to leave the organization, after all, the companies these days invest a lot on the employees in the form of ‘Employee Development Programs’. Further, married employees do not have much choice left, they have to take care of their family, therefore, may not be able to switch jobs as frequently as the employees who are single can afford. The other factor is risk factor, once settled with family, the employees may become risk averse and hence do not seek further avenues. This makes them stick to their organization, with time the employees do develop affinity for their work. Persistence with one organization brings a sense of connection and belongingness, and thus membership (relationship with co-workers and supervisors). Those employees also develop a good bonding with their supervisors, which explains why there is significant difference between the groups with respect to SSR dimension.

**EE and Experience in the Organization**

The group of employees having 5 or less than 5 years of experience in the organization was named ‘Experience Low’. Further, those employees who were having more than 5 years of experience in the organization were grouped under ‘Experience High’. On running the non-parametric Mann Whitney U test it was found that there were significant differences between the two groups with respect to SAA and PM. The mean scores revealed that those employees who were grouped in ‘Experience High’ reported significantly greater engagement on the dimensions SAA and PM. This research study is drawing some parallels so far as the direction is concerned. The study reports suggest that over a longer period of time, the employees begin to feel more aligned with the organization. The spiritual connection with the organization, the membership, the serenity, and integration experienced by the employee in the organization, become more pronounced, after some years of
association with the organization. The younger employees or those employees having lesser years of experience do not come to identify with their jobs or their organizations immediately. The probable reason could be that the younger employees may not perceive the work which they are catering to, to be engaging enough, or may be the identity associated with the job may not enthral these employees, or may be that these employees do not see the job and the self-connect with the job in the present and the future. This study also suggests that the psychological meaningfulness also becomes more pronounced with experience. So the line of actions which seems to be quite clear with the organizations today is that they need to do certain things to retain the talented employees in the organization. Singh and Sabharwal (2011) studied the dimensions which constitute talent of human being working in an organization and in order to leverage on the talent they need to be engaged.

**EE and Educational Qualification**

Knowledge brings spirituality and alignment coupled with psychological meaningfulness and ultimately engagement. Upon the research of the probable differences between those employees who are highly qualified with post-graduation and doctorate and those who are not so highly qualified with graduation and below, it was found that more qualified employees display more engagement. The implications seem to be quite clear. Higher educational qualifications beget higher dimensions of connection, membership, meaningfulness, and integration. However, higher educational qualifications do not seem to have any effect on the supportive supervisory relations.

**5.2 Conclusions**

1. Workplace Spirituality (WS) and Work-Role Fit (WRF) load as one factor, a very valid proposition in any organization. The researcher coined the term for this factor as Spirituality and Alignment (SAA).
2. Psychological Meaningfulness (PM) emerges out to be one of the most essential drivers for EE. PM is experienced when the employee starts feeling that the work which s/he is catering to is worthwhile, valuable, and important. It can be
said PM forms into EE i.e., if an employee derives meaningfulness from the work s/he has been entrusted with then it may well lead to EE, if coupled with spirituality and alignment.

3. Supportive Supervisory Relation (SSR) as a factor or driver of EE also got credence through the various reliability and validity measures adopted by the researcher. Good supervisors are always an asset for the organization; they not only give direction to the employees but also helps them solve work-related problems, praise the good work done by the employees, encourages them to develop new skill etc.

4. SAA acts as a mediating variable between the constructs SSR and EE, and PM and EE. This establishes that the causal effect of SSR and PM on EE is explained by the intervening variable SAA. There is a positive and significant causal relationship between SSR and SAA, and PM and SAA.

5. The drivers or antecedents so identified after numerous robust testing of reliability and validity explain EE to the tune of 86% with a level of significance poised at 0.001 level (p<0.001). This gives credence to the fact that considerable variance in the latent construct is being explained by the antecedents SAA, SSR, and PM. This further establishes the fact that EE is driven mostly by those aspects which are innate. The serenity, calmness, integrity, and alignment which an employee feels in her/his organization are basically intrinsic, and hence more fulfilling and rewarding. However, the supportive supervisory relations experienced by the employees seem to be based on extrinsic factors.

6. It was reported in the study that those employees who are engaged also demonstrate a good score of In Role Performance (IRP). IRP is basically related to the completion of assigned and specified duties, fulfilling responsibilities and tasks as desired by the management. EE explains 24% of the variance in IRP, which depicts that there may be other factors also which govern the IRP. Some of the extrinsic factors like rewards and recognition may also contribute to the variance in IRP.

7. EE had a positive significant causal effect on Organizational Citizenship Behaviour (OCB), this gives credibility to the premise which advocates that EE leads to discretionary efforts demonstrated by the employees. OCB is related to
doing things which are not specified in the job description of the employees. In this the employees go out of way to help other employees. OCB is also concerned with the overall wellbeing of the organization. In this case we portray OCB to be the outcome of having engaged employees in the organization.

8. Job Involvement (JI) which was construed in this study to be a valid outcome of having EE was explained strongly by EE to the tune of 56%. This draws the attention to the need of having engaged employees in the organization. JI has been regarded by many authors as a construct having close resemblance with EE. JI has also been considered as the necessary condition to have EE in the organizations i.e., JI has been construed as a driver of EE. However, in this present research it has been justified that JI is a valid outcome of EE.

9. After the assessment of empirical findings it was observed that Job Satisfaction (JS) emerges out to be a legitimate outcome of EE. EE demonstrated a causal relationship with JS, and explained 59% of the variance in JS. In the EE literature, JS has also been considered as a construct very similar to EE. However, it has been established in the study that EE is a vast construct which explains JS i.e., satisfaction may be considered a necessary condition to retain the employees, however this research study establishes that it is not sufficient. For ensuring necessity and sufficiency the management must ensure engagement of employees.

10. The last outcome which was conceptualized from the beginning of this research study was Intention to Stay (ITS). The EE model is justified by giving an insight of why engaged employees can go a long way in curbing the imminent problem of attrition. An employee will not think to leave an organization, if s/he is engaged. EE explains 55% of the variance in ITS, which depicts the strong causal relationship between ITS and EE.

11. Rewarding Co-worker Relation which was earlier conceptualized as an antecedent variable of EE, showed negative relationship with EE. Therefore, it was then tested as the outcome variable. This brings a new light to this research by depicting that an engaged employee displays better co-worker relationship than those who are disengaged. EE could explain 22% of the variance in RCWR. There may be other factors which may also have an impact on RCWR.
like organization culture, training and development programs of the organization, etc.

12. The construct of EE was justified as a multidimensional construct with the dimensions of SAA, PM, and SSR. Rigorous multivariate analysis revealed the final structure of the model. This research study sheds light on those aspects of EE which had never been tested before empirically. The SAA dimension was conceptualized to be one of the predictors of EE showed credibility. The study of the relationship between spirituality and engagement is still in its initial stages and the interest regarding this relationship has drawn researchers to focus in this area of research (Saks, 2011). This research study contributes to the hidden edifice to the construct of EE.

13. The development of the model of EE, which constitutes of the antecedents and consequences of EE. This model can be replicated in the future studies to draw credence to the findings. The EE model can be used by the managers and educationists in job design and specifications.

14. Considerable difference was established between Education and IT-Banking sectors, with regards to the dimensions of EE established in this research study. On analysing Education and IT-Banking separately it was established that EE is more pronounced in the Education sector. The antecedents of EE explain EE to the tune of 94% at a significance level of 0.001 (p<0.001) levels for Education sector, however, the multiple squared correlations ($r^2$) for IT-Banking sector shows that EE is being explained to the tune of 83%. Though SSR does not have much impact on the final outcome, SAA and PM contribute to the distinction. The level of spirituality and alignment as one of the dimension of EE is more prominent in case of Education sector.

15. On the basis of gender, female employees were reported to be more spiritually aligned with the organization. In the context of other dimensions of EE viz., PM and SSR no significant difference was found between the two categories.

16. Similarly, on the basis of the structure of family, those employees who were having joint family structure in their family reported higher spiritual alignment with the organization. PM and SSR as other dimensions of EE when assessed
with respect to structure did not report any significant difference between joint and nuclear family structure.

17. Employees in the age group of 30 years and less reported lesser score on dimensions SAA and PM. No significant difference was found in the age groups with respect to SSR. Employees having more than 30 years of age displayed better engagement. The possible reason as to why employees who are 30 years and below report lesser engagement is that they may not be able to identify themselves with the work and the organization. Further, those employees have a greater tendency to look for other organizations where they could possibly find a better opportunity.

18. On assessing the levels in the organization, senior level reported higher levels of psychological meaningfulness. Though, no considerable difference could be found within the senior and junior levels with respect to SAA and SSR.

19. Married employees reported higher levels in all the three dimensions of EE viz., SAA, PM, and SSR.

20. In relation to experience in the organization, those employees who were having an experience of more than 5 years in the organization reported higher scores on SAA and PM than those employees having 5 or less than 5 years of experience. However, when considering SSR no significant difference was found between the two age groups.

21. With respect to educational qualifications, those employees having postgraduate and above qualification reported higher scores on SAA and PM than those employees who were graduate or less. However, when considering SSR no significant difference was found between the two groups.

5.3 Recommendations

This research study has clear implications for the managers and educationists. The EE model signifies the importance of EE in the organizations. The EE model also envisages the importance of spirituality and alignment, supportive supervisory relations, and psychological meaningfulness in shaping up the engagement level of an employee in the organization. Spirituality in an organization is experienced by the
employee when her/his work adds to the general purpose of their life, further it can also be experienced when the employee’s are able to unleash their full potentials. The feeling of spirituality becomes more prominent when the employees start feeling a sense of connectedness with the organization, with the work s/he is catering to, and with the peer and supervisor group.

5.3.1 Things which Education sector does best

The researcher has investigated that there is significant difference between Education and IT-Banking sector in terms of engagement. So the lessons which need to be learnt from the education sector can be assimilated here:

I. Education sector offers its employees a constant learning environment. If the IT-Banking sector creates a learning environment for its employees, where perhaps more learning can be encouraged by linking it to rewards then engagement can be improved. It has to be noted that linking rewards to learning may be just the first step; after learning has been experienced employees will relate with the learning environment and would be intrinsically motivated to contribute to it rather than looking for some benefits.

II. Feeling of a noble cause: an employee experiences alignment with the work when the work itself is dignified. The sense of dignity that employees in the Education sector experience leads to enhanced engagement. Lessons for other sectors can be drawn out of this. An organization should draw a training and development program which fathoms that the work the employees are going to undertake in the particular job is noble, gracious, and dignified. This would instil a belief in the employees that they are contributing immensely to their community and society in particular and country and world in general. This feeling will let the employees identify themselves with the job. A sense of pride could then engulf the employee and instant liking for the identity the job gives them could be experienced.

III. In the Education sector, the newness is always present. Though a Professor may specialize in a subject and teach the same theories again and again, however, the new batches or groups which s/he encounters every year keep monotony at bay.
Each new class is a different challenge, each new student is a new experiment, and so the teacher devises new ways every time to tackle new challenges. This particular thought process could well bring soaring engagement levels. The management of IT-Banking sectors or even other sectors for that matter should devise ways and means to keep monotony at bay. Job enrichment can well be an answer to this problem. The same effort should also be exerted by the employee to make her/his job more enriching rewarding, and exciting. So as a teacher devises new ways to tackle new batch of students, in the same manner the employees from other sectors should always search for greener pastures, rewarding enterprising avenues in the same work or job or even something entirely new to be energised and motivated towards the work to garner engagement.

IV. Education sector also offers and assigns a direct meaning to the work; an employee working in education sector knows the value and the worth of the job. The inherent meaning derived from the work is unfathomable. Growing in a constant learning environment, interacting with the best minds, dealing with young generation, and helping students to nurture their dreams help the teachers find their own value, and regard their job or work as valuable, worthwhile, and hence significant.

V. Since this research covered the University of Delhi, which is one of the premier Universities in India, therefore, some other aspects also govern the engagement levels. The job security which this esteemed job offers to its employees also keeps worries and tensions out of the loop. In such an environment employees are at peace of mind, and hence more productive. In India the IT sector though has written success story in the form of its spectacular growth; however as of now also the job security which it offers is not among the best. Since most of the IT business in India caters to outsourced work from abroad, therefore, economic changes globally may be a dampener for Indian employees working in IT sector. Lay-offs do not help in the cause for IT sector, as employees themselves prefer leaving those organizations whenever given a chance.
5.3.2 Recommendations for improving Supportive Supervisory Relation

It has been deduced from this research that a good SSR may lead to engagement among the employees. The literature on EE also supports the claim that SSR has a causal relationship with EE. The relationship can be further bifurcated. The morale of the employees to a large extent depends on her/his supervisor. The faith and belief that a supervisor shows upon an employee’s works wonders on the employee’s level of engagement. On the contrary, if the employee does not think highly of her/his supervisor because the supervisor does not encourage, or does not do anything to protect the interest of the employee, then in that situation the level of engagement may also take a plunge. This explains why supervisors (leaders) make or break a situation, an organization, or a society. For improving supervisory relations, therefore, the researcher outlines a few recommendations:

I. **Improvement in the supervisor communication**: Most of the problems related to employee and supervisor stems from faulty communication. It becomes imperative for the supervisors to communicate with the subordinates and communicate well. Healthy communications can solve work-related problems for the employees, further it may also help the supervisors be informed about the feelings of the employees of what they think and feel about certain things in the organization.

II. **One to one sessions with senior leadership**: In order to know, understand, and solve the grievances or problems of the subordinates the supervisors must have one to one session with them as and when desired. This type of session makes an employee confident that they are being cared for. Not only this there may be some employees in every organization who are shy and introvert about delving details in the public or among so many people, for them one to one session can really be helpful.

III. **Involving the employees and supervisors together**: The top level management of the organizations should devise ways to create a platform for superior and subordinates to come across, share their ideas, or even take decisions jointly. Chipping up on the decision making process boosts the morale of the employees, and they start feeling worthwhile in the organization. They feel that
they are being valued and have respect in the organization. Encouraging employees to participate in important decisions and give their inputs puts them in a good frame of mind.

IV. **Appraisal, praise, and rewards communication:** The supervisor needs to communicate to the employee their progress in context of the work, the supervisor also needs to praise and reward the employees for the work well done. Employees require to be patted on the back for the work well done. The prime work for any supervisor is to understand the psyche of the employee and moulding their working styles accordingly. Good works need to be appreciated and rewarded. It brings a sense of achievement for the employees. Even a simple praise on the office floor works wonders for the employees, as social recognition brings membership.

V. **Ensuring fairness by the supervisor:** Fairness and equity are requisite in any organization. Biases and other forms of discrimination among the employees do not bring goodwill among the employees. The sense of connectedness with the organization and with the work loses sheen then, it is because of this reason probably supportive supervisory relation lead to spirituality and alignment in the organizations.

VI. **Trusting supervisor:** A trustworthy supervisor is an asset for an organization. Not only is s/he is a polarising figure but also an influence on her/his subordinates.

5.3.3 **Recommendations for improving Psychological Meaningfulness**

I. **Assessing the aptitude and interest of the employee:** Deriving meaning for any work is a necessary requirement to feel engaged in the work. In order to bring a sense of meaningfulness for the employees, the management can assess the aptitude and interest of individual employees and assign work roles accordingly. It is said if the base is weak, the building cannot sustain. Similarly, assessing the aptitude and interest of the employee is akin to testing the base of the building. This process should be carefully carried out by the top level management and then work role assignment can be provided.
II. **Customization of work**: It is the valid next step which follows the assessment of employees. Work customization ensures that employees are assigned those works which are customized according to the interest and aptitude of the employee. Though this procedure is time taking and difficult to implement, however, it can bring real effectiveness and efficiency. This procedure would be required by the HR personnel to be instilled in their recruitment and selection criteria.

III. **Employee suggestions**: It is often argued that individual employees have a primary motive to seek meaningfulness in their work. Therefore, after a while, the employees get an understanding of what really appeals to their senses. In this way employee suggestions must be recorded by the management to know the real requirements. Generally, the employees themselves are the first one to experience meaningfulness or meaninglessness from the work entrusted. Listening and taking corrective actions in this regard can go a long way in improving the engagement levels of the employees.

IV. **Encouraging the culture of acceptance and embracement**: Square pegs do not always reach the square holes. Therefore, it is quite tedious and at the same time asking for too much if every employee demands for customized roles. In this type of situation employees require to embrace the role entrusted to them. Eventually, the time will come when the employee will know whether there is any further scope on the entrusted work or not. This decision should be taken by the employee keeping the management in confidence. It is recommended that employee should look for a value of a work goal or purpose, judged in relation to their own ideals and standards. Psychological meaningfulness if experienced leads to personal growth and development.

5.3.4 **Recommendations for fostering Spirituality and Alignment**

It is propagated by many researchers that spirituality is something which is related and relevant to an individual, a journey which an individual fathoms, experiences, and lives. Then how it can be experienced in a workplace? The concept of workplace spirituality is consistent with finding wholeness or completeness in the organization and in that process becoming engaged.
I. **Interesting Work**: In order to build the spiritual connection there is an utmost requirement for an interesting work. Work cannot be interesting in itself, either it has to be enriched or those employees who consider it to be interesting need to be roped in. Such interests permit an individual employee to learn, develop, and to possess the sense of proficiency and expertise. This would transform into meaningful work which provides purpose to an employee.

II. **Training to empathize**: Membership is said to be the core aspect of spirituality. Membership is a sense of connection and positive social relations with co-workers. Empathy is a capacity to recognize and feel the emotions of some other sentient being. To bring interconnectedness with the work or job the employees need to empathize with their colleagues to see the larger picture. Thus, training to empathize with colleagues, co-workers, and supervisors is necessary to foster spirituality in the organization.

III. **Ongoing rigorous training**: Ongoing rigorous training pertaining to developing a spiritual quotient is the need of the hour. Organizations must now make efforts to develop spiritual quotient to bring about in its employees the ability to live an integrated life, life where work role and other life roles stay at peace simultaneously without conflicting with each other.

IV. **Empowering employees**: Empowering employees should be on the to-do lists for the organizations. The employees these days are increasingly seen dealing with real life conflicts and quagmires related to professional and personal life. The question of empowerment is somewhere forgotten down the line. Inculcating spiritual values could be the answer to these predicaments. Spiritual employees are at ease with themselves, calm, and benevolent. Such employees are apt to be empowered, as they can make right use of the resources at their disposal.

V. **Continual improvement**: Employees must strive to improve always. Transcendence or to be part of something greater can be reinforced through questioning the ‘what’ and ‘why’ of a particular action. This questioning may lead to a greater connection of the employees with themselves, their work, and perhaps the organization for which they work.
VI. **Interconnectedness and Integration**: Interconnectedness and Integration are the pillars of spirituality and alignment. There are varied energies viz., physical, mental, and emotional energies at work at the same time. In order to derive the maximum benefit, the employee must experience serenity and calmness. This could further lead to interconnecting and integration of different energies at work. Apart from energies there are two facets of an employee – personal and professional, integration or merging of personal life with professional life may provide the requisite interconnectedness or wholeness in the work process. Therefore, the employees must pursue rigorously to make an interconnection.

VII. **Feeling of wholeness**: Feeling of wholeness is experienced when the employee experiences her/his innate self coupled with the work itself. Secondly, involving oneself entirely in the performance of one’s work may also bring wholeness. This recommendation goes strictly for the employees, because they are the one who feel the power of wholeness.

VIII. **Feeling of completeness**: An employee feels complete when s/he is at ease with the work, is able to devote time to her/his own personal life, and justifies her/his own professional life. Completeness is also felt when an employee is doing that work which interest her/him more than other works. Though the quest of human wants never ceases to exist, in the same manner experiencing completeness forever is virtually impossible. However, the crux is that spiritual alignment is momentarily and not pervasive, just as the way engagement is moment by moment experience.

**5.3.5 General Recommendations**

1. **One size doesn’t fit all**: Engagement is an experience which may not be same for every sector, every organization, or even every employee. The organizations must make efforts to recognize what drives engagement in their organization the most. Though spirituality and alignment, psychological meaningfulness, and supportive supervisory relations have emerged as the valid dimensions of EE in India. Even then organizations would do well if they make efforts to identify how these drivers make an impact on the levels of engagement upon their employees. Specific training and development sessions must be conducted every
now and then to let the employees understand the importance of engagement in their lives. The thinking process and the ultimate consequences must be clear in the minds of the employee’s right from the beginning. It has been clearly demonstrated through the study results that alignment of self role with the work role is a prerequisite to derive higher level satisfaction. Further, in order to get and receive most of any situation, the employees need to align themselves with the organization.

2. **Improving the work culture**: This is yet another recommendation which could be followed by the organizations. The culture of organizations also decides the engagement levels. The concept of learning organization, continuous growth and development, and giving value and respect to the employees signifies great culture at workplace. Nowadays the importance of employees is being envisaged in a positive manner. In the same pretext a culture of respect, growth, spirituality, alignment, meaningfulness, leadership, and learning is envisaged in the organization to drive engagement to the fullest.

3. **Autonomy and independence on the job**: It is the basic prerequisite in bringing EE in the organization. Captivity in thoughts and action are an impediment engagement. Barring supportive supervisory relations, other dimensions of EE identified in this study point towards higher level predictors. Therefore, it is required that lower dimensions such as job security, autonomy, and independence should be taken care of at the beginning. An employee must be commended with autonomy so that s/he can do justice with the work demands. Too much interference in the work is also a precursor to disengagement; therefore, inappropriate meddling should be stalled by the top level management.

4. **Job specific training**: Stress is related to a situation where the work overload causes havoc in the lives of the employees. For engaged employees work is like a vocation wherein s/he enjoys the work. So stress levels are unheard of for engaged employees. The concept of ‘Monday Blues’ i.e., after a long weekend the employee has to go to work on a Monday, is seldom taken with smiling face. However, the situation the researcher is talking about signifies that the work for
an engaged employee is just like the holiday s/he enjoys. So specific training and development programs must be conducted in the organization for the employees so that they engagement level augments in the organizations.

5.4 Future Research

1. To study different sectors to generalize the findings of this study to other sectors also.
2. Study can be undertaken to make a research study into the relationship between work-life balance and EE.
3. Relationship between organization culture and EE.
4. Relationship between Happiness and EE.