Chapter-7

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The present chapter is a concluding one. Before concluding, it would be logical to summarize the findings of the study, along with a discussion on how far the objectives of the study were achieved through the analysis made in the previous three chapters i.e. chapter-4, chapter-5, and in the chapter-6.

7.1. Major Findings

The study revealed that the employees of the paper industries of Assam are highly engaged. There are minor but significant differences among engagement of different groups of employees of the organization (in the mills). However, there is no difference between the levels of employees’ satisfaction on work place environment of both the mills. The study revealed executive group is more engaged than the other groups of employees in both the mills. The first objective of the study (to determine and compare the levels of employee’s engagement among the different levels of employees of the units of HPC in Assam) was achieved by the study. The interaction of workplace environment and workplace climate could produce significant impact on employee’s engagement in the context of employees of HPC.

The second objective of the study was to identify the key drivers of employees’ engagement in the context of HPC and found care factor,
opportunities to do best everyday, associates’ commitment for doing quality work, mutual encouragement, availability of material and equipment at work as the top drivers of engagement under the construct work environment. Under the construct workplace climate – trust and fairness factor, mutual treatment and respect factors, freeness in expressing opinion, superiors’ delightfulness in using of subordinates background and talent of subordinates found as the top drivers of employees’ engagement. Thus, the first two objectives (i.e. number-1, and 2) were achieved from the chapter-4 of the present study.

The chapter five of study revealed the following results-

- Majority of total respondents showed high level of organizational citizenship behaviour.
- Majority of respondents, and a very large number of executives showed high level of professional commitment behaviour.
- Majority of employees (total respondents) and a very large no of total executives showed a high level of organizational ownership behaviour.
- Majority of employees (total respondents) and a very large no of total executives showed high level of sharing and involvement behaviour.
• Alike the levels of employees’ engagement, citizenship behaviour and its internal dimensions showed difference in the level based on employees’ echelons and experience levels.

• Employees’ engagement in both the mills and drivers of engagement are highly correlated with their organizational citizenship behaviour.

• The single interactive effect of workplace environment and engagement, and workplace climate and engagement on citizenship behaviour is highly significant; and the joint effect of workplace environment and workplace climate via engagement showed highly significant effect on citizenship behaviour employees of the mills of HPC.

Thus, the third objective (of two sub-objectives) i.e. (i) determine the level of employees’ organizational citizenship behavior (OCB); and (ii) to analyze individual and joint effects of the drivers of engagement on employees’ OCB was fulfilled by the study.

Similar to above, the objective number-4 too, was a clubbed objective of two sub objectives. The two sub-objectives were- (i) to determine the level of employees perceived work excellence (WE) of the corporation; (ii) to analyze individual and joint effect of drivers of employees’ engagement on
employees' perceived WE. Employees' work excellence and engagement revealed high level of association in the context of employees of the referred mills, especially for executive groups. Levels of work excellence among the different levels of employees were significantly different from each other, but the level of quality consciousness among the three groups of employees is almost equal. Thus the sub-objective-(i) of the objectives no-4 was achieved. Along with the levels, the analysis in chapter-6 revealed some more interesting results. They are-

- Work excellence and its internal dimension i.e. excellence recognition differ significantly among the different layers of employees.
- Employees experience level is not an influential factor for overall work excellence of employees’.
- Internal dimensions of work excellence i.e. level of quality consciousness, excellence recognition, and output excellence of employees are inter related.
- The interactive effect of engagement with workplace environment and workplace climate is having significant effect on employees work excellence.
- The variation of interactive effect between satisfaction on workplace environment and employees’ engagement is having significant effect on employees work excellence.
• The variation of interaction between workplace climate and employees’ engagement on work excellence is less significant than the interactive effect of workplace environment. This effect was more prominent in the case of work excellence of executive group of respondents of the mills.
• The joint effects of satisfaction on workplace environment and workplace climate have significant effect on employee’s work excellence.

7.II. Recommendations

Since the study was conducted under the ambit of public sectors organizational framework, hence the empirical findings may be useful for suggesting for further improvement of quality of work place environment, workplace climate. Since, engagement in interaction with the drivers of engagement influences upon the OCB and work excellence (discretionary efforts), hence continuous efforts for employees’ engagement may produce additional results in bringing passionate and committed spark at workplace.

To make use of the findings of the study under the rationality and boundary of objectives the following recommendations are forwarded for the management and human resource development practitioners of HPC and the practitioners of similar of settings. These are -

(i) Since, both the mills are in high growth track, management of both the mills should concentrate on maintaining the sustained level of employees’
engagement of bottom line employees to ensure sustained level of production and productivity in the future days.

(ii) Management and respective superiors should concentrate for workplace environment by focusing on the weak or low graded drivers, i.e.

- by helping employee to know exactly what is expected, i.e. employees work role clarity with the organizational mission, vision be defined as per the time needs;
- by treating served employees well with offering career counselling in the transition to the new job to boost the morale high;
- by developing a feeling of job pride;
- by developing mentoring relationships between senior and junior members of the organization.

- by providing and encouraging for learning new skills,
  - Have more in-house training programs,
  - Provide matching funds for outside classroom instruction,
  - Encourage (reward) the application of newly acquired knowledge and skills.

All superiors for their respective subordinates can apply these recommendations at workplace. Application of recommendations will not only draw more engagement of subordinates but also would bring significant leadership edge for practitioners at work place.
(iii) The respective superiors for their subordinate should focus on the weak drivers for development of their workplace climate by concentrating on the following aspects of workplace climate or inclusiveness. They are-

- (a) by allowing the free flow of information within the organization so that no employees feel alienated within the organization /mills premises:

- (b) Superiors can treasure diverse opinion by allowing employees to write proposals for ways to improve things.

- © Respective superiors should encourage employees to talk about their needs in their present position.

- (d) Superior should feel more delight in making use of background and talents of their respective subordinates; encourage in using the unique talents of their subordinates;

- (e) Empowering employees to work themselves at their lowest possible but at the practical level so that they feel engaged to their work.

The above suggestions made for improving existing level of workplace environment as well as workplace climate. Since the literature revealed that the study done by many consulting organization within the ONGC, NTPC, NDPC etc were reflected as a 'best place to work for'. Hence the recommendations are only for transforming the workplace of HPC as a 'best
place to work for” should be taken as the positive appeal of the researcher to employees of HPC.

(iv) To focus on the series of recommendations made in above, HRD efforts of the organization should stress more on the training and development for engaging employees for inculcating proper work environment and climate for further higher level of engagement. At the same time four key elements that help to create a healthy work environment- strong executive leadership, an organizational culture that is citizen-centered, good organizational performance management and reporting practices, engaged employees are inter-re-related components for developing workplace climate, workplace environment. Hence, by stress can be given for training and development for the developing climate and environment for higher level of engagement.

7. III. Direction for Future Research

The outcome of present study would certainly work as the background for enhancing engagement of employees of HPC. The identified Top Divers and Weak drivers of engagement would serve as the basis for emphasizing the factors for creating highly engaged work environment and climate in the organization of mills of the corporation. The study would help in developing people practices, and HRD practices of the mills. The superiors can use this
for generating motivated employee as well to bring the discretionary behaviour and efforts of bottom-line employees of the organization.

The study tested linkages and impacts of engagement on OCB, which may be the basis for further study. The exploration forwarded a basis to finally conclude that the OCB and Engagement is associated between the engagement and the dimensions of OCB in context of referred group of employee of HPC and in the context of the model (Pattanayak, Mishra, & Niranjana- 2003). Especially the linkages of employee engagement with OCB could not reveal the satisfactory relationship, may be for prevalence of contextual suppressions over present empirical exploration. Hence, the results, which were found empirically, can be used as hypotheses for examining relationship in the future research on engagement and citizenship behavior under the construct framed by Pattanayak, Mishra, & Niranjana (2003). In the present study, engagement is considered citizenship behavior as outcome of study, but after exploration, a researchable doubt emerged out OCB as a cause for employees’ engagement how would it effect over the organizations engagement environment? Even though the journey would too long but may be an interesting issue for future research. A fresh study on relationship between the engagement and professional commitment, and ownership behaviour can be conducted in the future research. By developing a researchable constructs and scale for
professional commitment and organizational ownership behaviour clubbing to engagement may certainly pave conceptual as well as theoretical gaps. The discretionary behaviour and efforts are extra-ordinary behavioral output of engaged employees may help in achieving organizational excellence. Hence, a further study by considering organizational excellence as outcome of engagement can also be conducted.

In this study, all the variables obtained from a single questionnaire made from the multiple one, possibly resulting in common method bias. Common method biases inflates type-I error, i.e. errors of finding positive results when a study looks for commonality between variables. In this study, the key hypotheses involved in finding differences of interaction through GLM-Manova are relatively insensitive to common method bias but more realistic (Aiken & West, 1999; Kerlinger, 1986; Evans 1985, SPSS-10 Tutorials) and sensitive to the value, and found empirical support for these tests. Thus, concluded that common method for collecting both criterion and predictor behaviour is not a source of spurious interactions.

Another point i.e. measurement which seems to as weakness that engagement, satisfaction on workplace environment, workplace climate; employees’ organizational citizenship behaviour, and employee’s work excellence were measured through self reporting format of statements rather
than what exactly behave at workplace. As in any survey revealed, it is possible that the responses received in this study may actually differ from actual work behaviour; participants might be responding in the way they think they should be responding. Thus, the results may be capturing their implicit theory of the world rather than their actual behaviors. However, attribution theories do suggest that human behaviors are guided by implicit theories held by people. Nonetheless, the reliance on surveys has been an ongoing weakness in the engagement, and citizenship literature. In the future, researchers may be able to investigate the predictors of actual discretionary behavior and efforts at workplace by using methods other than self-reporting based survey. For example, colleagues could keep diaries of any work concerns or ideas they might have, whether they tell anybody about the ideas, and whom they tell. Colleagues could also keep records of co-workers exhibit discretionary behavior, their concerns and/or make suggestions for change, as well as take challenges like entrepreneur. In addition, researchers could conduct interviews with both self-reported survey and impression survey from the colleagues of concerned employees how they exactly behave at workplace.

The third weakness of the study was that it measured the satisfaction on workplace environment, workplace climate as well as employees’
citizenship, and work excellence with limited items under each dimensions. Future studies need to consider the different scale for different dimensions of discretionary behaviour. For example, discretionary behavior and efforts may be direct or indirect. An employee can directly show his or her concerns at a department meeting, or informally talk to individuals before a meeting so that his or her concern is exhibited to someone else, perhaps someone who is in a better position- to be heard, see, and observe. Future studies could examine how mode and content of discretionary behaviour and efforts in terms of ‘ability to see beyond’ may vary across organizational cultures, demography, organizational environment, employees’ maturity level, and with employees’ level of engagement.

7.VI. Conclusion

The present study showed the picture of employee engagement in the units of Hindustan Paper Corporation for the various levels of employees. The study explored the linkages between engagement and discretionary behavior of employees. The study revealed that the outcome of employees’ satisfaction over the work environment and workplace climate affects employees’ organizational citizenship behavior (known as extra role or discretionary behaviour). Also, confirms with evidence that employee engagement as an illusive force leads to explicit discretionary efforts (put forth by the engaged
employee) which ultimately results in their work excellence. The study has also confirmed the proposition that engagement and work excellence of employees are closely associated; the drivers of engagement can positively influence the employees’ discretionary behaviour and explicit discretionary efforts for achieving work excellence. This proposition may be applicable at both individual and at the organizational level for the purpose of maintenance of employees’ extra role behaviour and discretionary efforts for productive environment of an organization.