5.1 Conclusion

Welch, (2011) argued that the employee engagement has been a matter of concern for almost all organizations across the world. Repetitively, the literature advocates that employee engagement is a lever to successful businesses. In this context, antecedents or predictors of employee engagement are of great interest need more attention of researchers across the globe. The current research work addressed this issue by examining the impacts of empowerment, organizational climate and self-efficacy on employee engagement in manufacturing and IT sectors.

Moreover, this study intended to compare these above mentioned predictors of employee engagement namely: empowerment, organizational climate and self-efficacy across manufacturing and IT sectors. The results of the study provided evidence that all three predictors had significant positive impacts on employee engagement across both industries under study. In case of manufacturing industry, we found the hierarchy of predictors in terms of importance based on magnitude of path coefficients as self-efficacy (path coefficient = 0.380, p = 0.007) followed by organizational climate (path coefficient = 0.154, p = 0.012) and empowerment (path coefficient = 0.108, p = 0.013).

Whereas, in case of IT industry, hierarchy of predictors in terms of importance was self-efficacy (path coefficient = 0.256, p < 0.000) as most important followed by empowerment (path coefficient = 0.181, p = 0.047) and organizational climate (path coefficient = 0.174, p = 0.003).
Furthermore, study made comparison between two industries on the basis of employees’ perceptions about the three predictors of employee engagement. We used independent sample t-test to achieve this objective. Based on t-test results we concluded that there is difference in empowerment dimension as a predictor of employee engagement across IT and Manufacturing sectors and empowerment dimension was perceived higher by manufacturing sector employees (mean score = 4.5142) in comparison to IT sector employees (mean score = 4.1670) based on mean scores.

In case of organizational climate, t-test results showed that there is a difference across IT and Manufacturing sectors and organizational climate dimension was perceived higher by manufacturing sector employees (mean score = 5.2616) in comparison to IT sector employees (mean score = 4.3331) based on mean scores. Whether in case of self-efficacy, we didn’t find evidence of difference among IT and manufacturing sector employees in terms of their perceptions (t-test results are insignificant, t = -.820, p = .413). Finally, in case of employee engagement, we didn’t find evidence of difference among IT and manufacturing sector employees in terms of their perceptions (t-test results are insignificant, t = -1.432, p = .153).

Despite the significant academic interest in empowerment, organizational climate, self efficacy and employee engagement, there is a relative shortage of academic literature examining the impacts of empowerment, organizational climate, and self efficacy on employee engagement in the Indian context. In this context, current study strived to render deep insights into the causal relationships among these constructs in Indian context across two big employers namely; IT and Manufacturing industries.
5.2 Implications of the Study

From the results we obtained in our research, we found significant and positive causal relationships among predictors (empowerment, organizational climate and self-efficacy) and employee engagement across both IT and manufacturing industries.

Therefore, in order to augment and boost the level of employee engagement in the organization, manager should focus on empowerment, organizational climate and self-efficacy aspects in order to retain them and further increase their loyalty towards organization.

It is always a difficult challenge in front of managers to be able to bring up engagement in their employees. Our research work offers auxiliary and elemental information to deeply understand about variables which lead to employee engagement in IT and manufacturing industries. Additionally, these insights may help managers to take note of all important areas and consequently put efforts to reduce employee turnover rate and improve productivity of the organization.

It has been observed in different organizations across the globe that the coworker support helps in increasing employee’s self-efficacy and there exists a strong positive correlation between supervisor’s support and coworkers’ support. Therefore, in this context supervisors are expected to play a model role in encouraging congenial and optimistic atmosphere in the organization. It is quite evident that coworker support and self-efficacy will help in creating productive and supportive environment in the organization, which will definitely enhance employee engagement.

To build up feeling of empowerment among employees in the organization, psychological leadership and leader empowering behavior are expected to play vital roles. We have found
significant and positive impact of employee empowerment on employee engagement. To enhance engagement of employees, top management may put their efforts to augment the psychological empowerment experienced by employees of the organization. As suggested by Bhatnagar, (2005), organizational practices can be streamlined to increase perceived competence among employees and leaders must persuade employees regarding their value systems to enhance true empowerment and consequently engagement.

Therefore, managers are advised to empower their employees to generate the sense of meaningful job, self-determination, impact creating actions and competence.

Additionally, managers should strongly believe in delegating authority, reckoning accountability, encouragement to self-directed decision making, free flow of information in the entire of organization, focus on skill development by organizing regular training and development sessions and challenging employees to come out with innovative ideas. Our study confirmed positive impact of employee empowerment on employee engagement, whereas employee empowerment was constituted with psychological empowerment and leader empowering behavior. Therefore, managers are advised to seriously focus on above mentioned leader empowering behavior to increase employee engagement.

In the meantime, employees are highly engaged to the culture of work group in the organization. Employees feel satisfied and secured mostly, when they perceive fair or unbiased authority, procedure and able to feel a sense of respect by others in the organization. Consequently, managers should make sure that all the procedures and decisions taken by the management should be fair to all employees.

On the other hand, employees consider themselves valued and appreciated when given certain rewards and recognition according to their effort and contributions to the organization. Rewards and recognitions mostly make employees satisfied and loyal to the
organization. Hence, managers should put all their efforts to always provide appropriate rewards and recognitions to their employees whether in monetary (increase their salary and giving bonus) or non-monetary (benefits and appraisal) terms to maintain and further increase their engagement level towards the organization.
5.3 Limitations of the Study

With the hard work and diligent efforts that contributed to this study, there are a number of limitations from this study that needed to be highlighted.

Firstly, small sample size was used in the study to arrive at conclusions. By small sample size we mean the ratio of sample to population under study. As this research was only carried out in Delhi NCR area, this small sample size might not be able to represent the whole population of IT and manufacturing industries’ employees accurately.

Secondly, the Likert’s scale measurement is applied in conducting the questionnaire survey whereby the respondents are required to choose from the suggested answer with a scale from 1 to 5 or 1 to 7. Therefore, the accuracy of the data and precise results are difficult to achieve as the measures are not focused on dealing with deeper insights as may be the case of questionnaire with open ended questions.

Respondents also randomly select the answer due to the difficult of terms that are used in the questionnaire and more number of questions. This may lead to the misleading results. In addition, sometimes survey’s respondents provide misrepresent answers on some sensitive questions as they did not want to disclose to others.

Finally, the target respondent is IT and manufacturing industry employees, which are mostly dealing with heavy workload times. Therefore, the heavy workload may hamper their analytical skills to analyze the questions of research instrument, which may lead to respond very simply to the serious questions. Moreover, this study didn’t use any additional indicator in the existing constructs.
5.4 Future Scope of the Study

To have a better understanding of the concept of employee engagement, researchers are encouraged to conduct more comprehensive studies throughout the whole India, which may help researchers to assess the impact of culture in the current study model. Additionally, it may help researchers to clearly identify the impacts of different factors on employee engagement in IT and Manufacturing industries.

Future researchers are also advised to check for individual impacts of psychological empowerment and leadership empowerment on employee engagement as we have come across some literature, in which authors tried to assess the impacts individually. Authors also propose to use some of the moderators namely; age, gender, education background, experience, and designation in the study model to check for any difference exist based on these moderators. This can be a very useful contribution to the literature as it may help managers to understand their employees and made policies to retain the talent in the organizations.