Employee Engagement and Productivity – Linking connectivity from manufacturing industry perspective

Dr. Sasmita Choudhury & Dr. Manoj Kumar Mohanty

Manager – RBSK, Rourkela Government Hospital (RGH), Rourkela, Odisha (India)
Senior Manager- Procurement, Larsen & Toubro Limited, Kansbahal, Sundargarh, Odisha (India)

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ABSTRACT
Focus on core sectors and constant economic reforms creating Indian as a hub of global business center and one of the key country for global development. Through “Make in India” initiative by the government of India, manufacturing industry targeting to contribute 25% of the GDP and to create 100 million new jobs by 2022. This calls for special focus on Indian manufacturing sector and to identify the key dimensions, which are having impact to such ambitious target. Employee engagement and productivity are the two variables which can influence organizational, personal, economic and social growth of the country and needs to be understood closely. This study endeavors to understand the inter relationship between employee engagement and the productivity of the manufacturing sector. At the same time the study investigates into the interplay between the drivers of employee engagement with the drivers of productivity in the manufacturing segment.

1. Introduction
Currently Indian economy is the fastest growing economy in the world as per International Monetary Fund (IMF) and Central Statistics Organization (CSO). India is poised to be within best three economy counties in the world within 10-15 years. Focus on core sectors and constant economic reforms creating Indian as a hub of global business center and key country for global development. About 15% of India’s GDP and 50% of the total exports comes from the manufacturing sector of India. The employment contribution to the nation by this sector is more than 12% of the total work force. Through “Make in India” initiative by the government of India, manufacturing industry targeting to contribute 25% of the GDP and to create 100 million new jobs by 2022 (www.ibef.org). This calls for special focus on Indian manufacturing sector and to identify the key dimensions, which are having impact to such ambitious target.

Employee engagement is associated with many desirable outcomes such as job satisfaction, intention to stay, high productivity, job performance and customer satisfaction. ‘Engaged workers provide the company increased productivity, higher financial returns, lower attrition, greater talent pool, higher morale and create emotional engagement and loyal customers’ (www.Haygroup.com). The capacity of an organization to manage its ‘employee engagement’ is closely linked to its ability to achieve high performance levels and superior business results through increased productivity. Productivity is the ability of an organization to produce goods or services with the minimum input and it decides the growth story and financial stability of the organization. Therefore organizations must design a control system to keep a watch on the actual output against resources consumed. The measuring method, identification of actual resources and time scale must be established to know the productivity levels of the organization. Alan Lower (1985) advocated the importance of productivity and identified five key reasons why productivity is highly desired. In today's competitive world organizations only can be survived with an optimum balance between cost, quality and delivery. Productivity can influence all these three areas. In global and boundary less economy manufacturing industries in developed countries have to compete with low cost producing developing countries for their existing products or have to change the product portfolio. The economic growth of an organization or country only can happen when more resources are employed to create additional product or services, or by increasing the productivity levels. As resources is becoming limited, increased productivity becoming the only answer to the problem. Industry and our community must be supported by social infrastructure like public transport, education and health care facility. Provision for such facilities kept from the national income of the country. So it becomes an obligation for the public organizations to increase their productivity and contribute more financially to the government. Effective use of resources and efficient production system by both private and public sector manufacturing industry can reduce the inflation. One of the secured methods of improving a nation’s balance of payment and controlling inflation is productivity. High standard of living and improved quality of life is a common objective of individual and nation, which can be achieved by improved productivity (John Heap, 1992).

As we understand employee engagement and productivity are the two variables which can influence organizational, personal, economic and social growth of the country, it is more important to understand the drivers of these two variables. This study endeavors to understand the inter relationship between employee engagement and the productivity of the manufacturing sector. At the same time the study investigates into the interplay between the drivers of employee engagement with the drivers of productivity in the manufacturing segment.

2. Attributes of Employee Engagement
As the objective of the study is to link employee engagement and productivity, we have tried to find out the maximum number of engagement attributes traced so far by the previous researchers. Apart from that the gaps also considered to get the consolidated attributes of engagement.

Previous studies from 1990 to 2018 considered for getting the attributes selecting prominent 68 studies across the globe. During linking the engagement attributes with productivity principal attributes considered.

<table>
<thead>
<tr>
<th>Sl.</th>
<th>Researcher</th>
<th>Year</th>
<th>Drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kahn</td>
<td>1990</td>
<td>Meaningfulness, Safety at work, Psychological availability at work</td>
</tr>
<tr>
<td>2</td>
<td>Harter et al.</td>
<td>2002</td>
<td>Employee well-being, Positive work place</td>
</tr>
<tr>
<td>3</td>
<td>Harter et al.</td>
<td>2003</td>
<td>Clarity in expectations, Resources, Opportunity at work, Recognition, Caring, Encouragement, Opinion honoring, Mission clarity, Quality commitment, Congenial environment, Feedback</td>
</tr>
<tr>
<td>4</td>
<td>Loehr</td>
<td>2005</td>
<td>Enthusiasm, Greater value to the employer, Improved physical health, Happiness</td>
</tr>
<tr>
<td>5</td>
<td>Caweh</td>
<td>2006</td>
<td>Leadership and management, Talent Management, Communication and knowledge sharing, Organizations reputation and branding</td>
</tr>
<tr>
<td>6</td>
<td>Greenberg and Arakawa</td>
<td>2006</td>
<td>Optimism in the workplace, Employee well-being, Engaged managers</td>
</tr>
<tr>
<td>7</td>
<td>Higgs</td>
<td>2006</td>
<td>Shared ownership, Investment for the development, positive climate and organizational culture, Employee's immediate line manager, Attractive financial rewards, Good benefits compared to that of the competitor organizations</td>
</tr>
<tr>
<td>8</td>
<td>Saks</td>
<td>2006</td>
<td>Job satisfaction, Organizational commitment, Job characteristics, Organizational citizenship</td>
</tr>
<tr>
<td>9</td>
<td>Seijts and Crim</td>
<td>2006</td>
<td>Connection,, Career development, Vision Clarity, Conveying feedback, Congratulating performance, Recognition of contribution, Control over jobs, Collaboration, Credibility, Confidence</td>
</tr>
<tr>
<td>10</td>
<td>Stairs, et al.</td>
<td>2006</td>
<td>Organizational affiliation, Autonomy and influence, Work-work and work-life balance, Opportunities for growth, Role factors, Reward culture, Quality of relationships, Quality of supervision and Work culture, Loyalty, Performance motivation</td>
</tr>
<tr>
<td>11</td>
<td>Bhatnagar</td>
<td>2007</td>
<td>Organizational culture, Career planning, Incentives, Organizational support</td>
</tr>
<tr>
<td>12</td>
<td>Chen</td>
<td>2007</td>
<td>Financial rewards, Participation in decision making process, Job autonomy, Performance feedback in task level resources</td>
</tr>
<tr>
<td>13</td>
<td>Ryan</td>
<td>2007</td>
<td>Trust and integrity, Nature of the, Line of sight between employee performance and company, Career Growth, Pride about the company, Co-workers/team, Employee development, Relationship with one's manager</td>
</tr>
<tr>
<td>14</td>
<td>Scottish Executive Social Research</td>
<td>2007</td>
<td>Leadership, Effective management, Open and two-way communication, Pay and benefits, Fair and equal treatment, Employing the ‘right’ workforce, Career development and training, Working hours</td>
</tr>
<tr>
<td>15</td>
<td>Soldati</td>
<td>2007</td>
<td>Trust and integrity, Nature of the job, Line of sight, Career Growth opportunities, Company Pride, Co-workers, Employee's skills, Relationship</td>
</tr>
<tr>
<td>16</td>
<td>Bakker and Schaufeli</td>
<td>2008</td>
<td>Commitment fulfilment, Affective motivational state, Work-related well-being</td>
</tr>
<tr>
<td>17</td>
<td>Cristina and Patrick</td>
<td>2008</td>
<td>Organizational leadership, Job, and individual characteristic resilience, Locus of control, Active coping style, Self-esteem, Neuroticism, and extraversion, Ethical and trustworthy organization</td>
</tr>
<tr>
<td>18</td>
<td>Macey and Schneider</td>
<td>2008</td>
<td>Job satisfaction, Organizational commitment, Psychological empowerment, Job involvement, Sense of self-presence in the work</td>
</tr>
<tr>
<td>19</td>
<td>Miller</td>
<td>2008</td>
<td>Recognition, culture, Communication, Managerial styles, Trust and respect</td>
</tr>
<tr>
<td>20</td>
<td>Park &amp; Rainey</td>
<td>2008</td>
<td>Quality of political leadership, Administrative leadership</td>
</tr>
<tr>
<td>21</td>
<td>Srivastava and Bhatnagar</td>
<td>2008</td>
<td>Motivation in the work, Positive interpersonal support, Efficient work environment, flexible work hours, Work-life balance, Paid holidays, Buying lunches from restaurants, Birthday celebrations</td>
</tr>
<tr>
<td></td>
<td>Authors and Details</td>
<td>Year</td>
<td>Highlights</td>
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</tr>
<tr>
<td>22</td>
<td>Townsend and Gebhardt</td>
<td>2008</td>
<td>Commitment of top management, Leadership style, Employee involvement with a structure, Communications, Training, Measurement and Recognition, Gratitude and celebration</td>
</tr>
<tr>
<td>23</td>
<td>Ramadevi</td>
<td>2009</td>
<td>Teamwork, Pleasant working conditions, Treatment of employees, Growth opportunities, Skill enhancement, Abundant training opportunities</td>
</tr>
<tr>
<td>24</td>
<td>Simpson</td>
<td>2009</td>
<td>Organizational factors, Individual contributors</td>
</tr>
<tr>
<td>25</td>
<td>Xanthopoulou, et al.</td>
<td>2009</td>
<td>Job resources, Personal resources</td>
</tr>
<tr>
<td>26</td>
<td>Southard</td>
<td>2010</td>
<td>Environmental influence, Work-unit engagement</td>
</tr>
<tr>
<td>27</td>
<td>Swarnalatha and Prasanna</td>
<td>2010</td>
<td>Proactive workplace, Policies and practices of HR, Workplace culture, Organizational communication, Managerial styles to trust and respect, Leadership and company reputation, Access to training and career opportunities, Work/life balance, Empowerment</td>
</tr>
<tr>
<td>28</td>
<td>Walter, et al.</td>
<td>2010</td>
<td>Personal interest, Holding career discussions, Acknowledging employee contributions, System of empowerment, Celebrating milestones and successes</td>
</tr>
<tr>
<td>29</td>
<td>Xu and Thomas</td>
<td>2010</td>
<td>Supports team, Effective performance, Integrity</td>
</tr>
<tr>
<td>30</td>
<td>Chalofsky and Krishna</td>
<td>2011</td>
<td>Motivation and satisfaction, Opportunities to use skills and abilities, Relationship with immediate supervisor, The work itself, Meaningfulness of job, Flexibility to balance life and work issues</td>
</tr>
<tr>
<td>31</td>
<td>Choudhary et al.</td>
<td>2011</td>
<td>General climate, OCTAPAC culture, Implementation of HRD mechanism</td>
</tr>
<tr>
<td>32</td>
<td>Gruman and Saks</td>
<td>2011</td>
<td>Work conditions, Integrated Systems, Accountability</td>
</tr>
<tr>
<td>33</td>
<td>Krishnana</td>
<td>2011</td>
<td>Psychological contract, HR systems</td>
</tr>
<tr>
<td>34</td>
<td>Mani</td>
<td>2011</td>
<td>Employee Welfare, Empowerment, Employee Growth, Interpersonal Relationships</td>
</tr>
<tr>
<td>35</td>
<td>Shuck, et al.</td>
<td>2011</td>
<td>Relationship development, Attachment to co-workers, Workplace climate, Opportunities for learning</td>
</tr>
<tr>
<td>36</td>
<td>Slatten and Mehmetoglu</td>
<td>2011</td>
<td>Perceptions of role benefit, Job autonomy, Strategic attention</td>
</tr>
<tr>
<td>37</td>
<td>Abraham</td>
<td>2012</td>
<td>Cooperation between departments, Nature of job, Immediate supervisor, Recognition to work, Equality and working environment, Trust, Individual co-operation, Creativity</td>
</tr>
<tr>
<td>38</td>
<td>Men</td>
<td>2012</td>
<td>Products and services quality, Financial performance, Vision and leadership, Work environment, Social responsibility</td>
</tr>
<tr>
<td>39</td>
<td>Robertson et al.</td>
<td>2012</td>
<td>Psychological well-being</td>
</tr>
<tr>
<td>40</td>
<td>Biswas et al.</td>
<td>2013</td>
<td>Perceived organizational support, Psychological contract</td>
</tr>
<tr>
<td>41</td>
<td>Choo et al.</td>
<td>2013</td>
<td>Organizational communication, Reward and recognition, Employee development</td>
</tr>
<tr>
<td>42</td>
<td>Gupta &amp; Kumar</td>
<td>2013</td>
<td>Fair performance appraisal system</td>
</tr>
<tr>
<td>43</td>
<td>Menguc et al.</td>
<td>2013</td>
<td>Supervisory support, Perceived autonomy</td>
</tr>
<tr>
<td>44</td>
<td>Agarwal</td>
<td>2014</td>
<td>Procedural justice, Interactional justice, Psychological contract fulfilment</td>
</tr>
<tr>
<td>45</td>
<td>Anitha</td>
<td>2014</td>
<td>Working environment, Team and co-worker relationship</td>
</tr>
<tr>
<td>46</td>
<td>Bedarkar&amp;Pandita</td>
<td>2014</td>
<td>Communication, Work life balance, Leadership</td>
</tr>
<tr>
<td>47</td>
<td>Bedarkar&amp;Pandita</td>
<td>2014</td>
<td>Communication, Work life balance, Leadership</td>
</tr>
<tr>
<td>48</td>
<td>Choudhary et al.</td>
<td>2014</td>
<td>Climate quality</td>
</tr>
<tr>
<td>49</td>
<td>Rana et al.</td>
<td>2014</td>
<td>Job design, Job characteristics, Supervisor and co-worker relationships, Workplace environment, HRD practices</td>
</tr>
<tr>
<td>50</td>
<td>Kaliannan&amp;Adjovu</td>
<td>2015</td>
<td>Talent management practices</td>
</tr>
<tr>
<td>51</td>
<td>Nair &amp;Salleh</td>
<td>2015</td>
<td>Appraisal justice, Trust</td>
</tr>
<tr>
<td>52</td>
<td>Popli&amp;Rizvi</td>
<td>2015</td>
<td>Service orientation, Transformational leadership</td>
</tr>
<tr>
<td>53</td>
<td>Taneja et al.</td>
<td>2015</td>
<td>Invest in corporate social responsibility, Focus on customer, Supporting workplace for democracy, Work life balance, Rewarding culture</td>
</tr>
<tr>
<td>54</td>
<td>Ghosh et al.</td>
<td>2016</td>
<td>Variable rewards, Recognition</td>
</tr>
<tr>
<td>55</td>
<td>Hanaysha</td>
<td>2016</td>
<td>Organizational learning, Adopting effective human resource practices</td>
</tr>
<tr>
<td>56</td>
<td>Mehrzi&amp;Singh</td>
<td>2016</td>
<td>Leader, Team, Perceived organizational support, Organizational culture</td>
</tr>
<tr>
<td>57</td>
<td>Tiwari &amp;Lenka</td>
<td>2016</td>
<td>Psychological safety</td>
</tr>
</tbody>
</table>
From the literature review and expert opinion this study has identified engagement drivers which to be linked to productivity drivers are Strong leadership, Proper compensation, Role clarity, Quality of job, Technology, Responsibility, Training and development, Health and safety, Retirement benefits, Feedback system, Team work, Working environment, Welfare amenities, Shop floor arrangements and Skilled based job allocation.

### 3. Productivity

Productivity is defined as the ratio between outputs to input. It means how effectively one organization produces product or service by using man, machine, raw material, labor, technology and knowledge.

Equation of productivity = Output / Input

### 4. Drivers of productivity

Efficiency of a system, organization, machine or a person is called as measure of productivity. Productivity is calculated with reference to the total output produced within a specific timeframe by utilizing the amount of resources like material, machine, manpower and capital. Productivity is depends on various factors like skill of the manpower, type of raw material, available infrastructure, amount of capital employed, environment, organizational culture, nature of business and geographical position of the organization. This study referred the productivity drivers of manufacturing industries from the countries like New Zealand and UK to get a fair direction. Apart from this expert opinions also counted to summarize the productivity attributes.

From the organizational perspective productivity means the ratio between value of product or service created with the cost of resource utilized for the same. As organizations are more concerned about higher productivity the two variables of productivity i.e. output and input needs to be understood correctly. The productivity can be increased in four different ways with respect to the above two variables.

- Increased production (output) with same input
- Increased production (output) with lesser input
- Same production (output) with reduced input
- Increased production (output) with same input

A simple model of the productivity may be as given in Fig.4.1

![Simple model of Productivity](image-url)
productivity. It can enhance make the production system more rigid, efficient, effective and also can motivate the workforce. Skill has a direct impact on productivity and the quality of product. So organizations must enhance the skill levels of their workforce by providing training with the pace of changing technology. Enterprise defined here as grabbing new business opportunities. This is applicable for existing as well as new firms. New enterprise competes with existing firms by employing innovative ideas and technologies. This forces existing firms to produce more, change of product portfolio or exit from the market. Competition improves productivity. This calls for adaptation of new technology, process improvisation, designing incentive systems for effective utilization of resources, making efficient organization structure and working in organized way.

The government of New Zealand, Ministry of business, innovation and employment has derived eight driving factors of productivity i.e. building leadership and management capability, creating productive workplace, encouraging innovation, adaptation of technology, skill enhancement, organizing work, networking and collaboration and developing measuring system what matters. Leadership is all about having a clear vision for current and future business. Leader must identify the business opportunities and motivate the workforce to achieve that. Leadership is expected from an individual as well as from teams. A productive workplace demands healthy and caring relationship among the employees and their superiors. Such an environment motivates employees and creates a positive feeling towards organization which ultimately helps in achieving higher productivity. Organization should honor the feelings, innovative ideas and experience of the employees at work, which will create a better and attracting place to work. Organizations encourage employees to create innovative ideas and use of latest technologies for higher productivity. Generally organizations employ high skill workforce and highly paid employees to extract the benefits of latest innovation and technology. This helps them in increasing the market share in comparison to their competitors. Skilled workforce are innovative and capable of using new technologies. They can produce high quality product or services with lesser time and lesser mistakes. Usually they are more responsible, required less supervision and better communicators. Productive & vibrant workplace have standard processes and operating structures in place, so that they can maintain higher production, adopt new technology and sustain market changes. An organized workplace can extract the best from their employees. Sharing ideas and good manufacturing practices among peer organizations can improve the productivity of the workplace. Collaboration with technology leaders, new geographic partners and honest suppliers can increase the business map and market share. One must measure the value of the investment made to achieve productivity against what actually achieved. For example comparison can be made with the investment in technology acquisition and skill enhancement with quality of product and market share.

Literature review conducted from 1996 to 2013 to get the drivers of productivity. The identified attributes are summarized in table 2.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Researcher</th>
<th>Theme</th>
<th>Driver / factors of productivity</th>
</tr>
</thead>
</table>
| 1     | Kinni (1996) | To explore the factors of world class manufacturing (WCM) in Egypt | 1. Customer focus  
2. Quality  
3. Agility  
4. Employee involvement (EI)  
5. Supply management  
6. Technology  
7. Product development  
8. Environmental responsibility  
9. Employee safety  
10. Corporate citizenship |
| 2     | Pradhan and Barik (2004) | To explore the productivity drivers in Indian Manufacturing Industry | 1. Capital  
2. Raw material  
3. Infrastructure |
| 3     | Regan et al. (2005) | To explore the drivers of high growth in manufacturing SMEs | 1. Innovation  
2. Ownership  
3. Organizational capacity and capabilities  
4. Strategic orientation  
5. Operating environment  
6. E-Commerce |
| 4     | DTI-UK, Department of trade and industry (2006) | Study of productivity drivers of UK manufacturing sector | 1. Investment  
2. Innovation  
3. Skills  
4. Enterprise  
5. Competition |
<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
</table>
|5 | Nesta (2007) | Study of linkage of knowledge and productivity | 1. Knowledge diversity  
2. Knowledge capital  
3. Knowledge relatedness |
|6 | Coccia (2008) | To find out the optimal rate of research and development investment to maximize productivity growth | 1. Investment in Research and Development  
2. Innovation  
3. Technology |
|7 | Roper et al. (2008) | Study of value Chain innovation and its impact on firm productivity | 1. Skill building  
2. Capital investment  
3. Utilization of other resources |
|8 | Boothby et al. (2010) | Linkage of technology adoption and training on productivity (Area of research - Canada) | 1. Invest in skill building  
2. Adoption of new technology  
3. Intensive training |
|9 | Cardona et al. (2013) | Study of Impact of information communication and technology on productivity | 1. Communication technologies |
|10 | Ministry of business, New Zealand (2013) | To find out factors driver productivity in New Zealand | 1. Building leadership and management capability  
2. Creating productive workplace cultures  
3. Encouraging Innovation and the use of technology  
4. Investing in people and skills  
5. Organizing work  
6. Networking and collaboration  
7. Measuring what matters |

Previous studies carried out in manufacturing sectors to derive factors of productivity were found to be inadequate. After referring the previous researches and productivity drivers of two developing counties this study is undertaken with the help of experts in this field to derive the productivity drivers especially with reference to Indian manufacturing Industry. The attributes identified as productivity drivers for Indian manufacturing industry are Infrastructure, Raw material, Skill and competency, Process, Attitude of employee, Communication, Safety and health, Working environment, Shop floor arrangement, Welfare amenities, Technology, Compensation, Organizational climate, Control and review mechanism.

5. Research methodology

This study largely divided in to three segments. In segment one employee engagement attributes from both primary and secondary data are identified. In the second phase drivers of productivity are identified through secondary data as well as from expert opinions. In third phase Summarized form of both attributes were linked. During expert opinion employees from manufacturing industry are considered those who are having at least 10 years of working experience. For employee engagement segment views of 29 senior executives and for productivity drivers twenty three senior executives are selected. The manufacturing industry are from core sectors and 7 manufacturing units selected across India which are having at least 500 manpower and 4000 million revenue.

6. Linkage between productivity and employee engagement

The above studies clearly indicate that productivity and employee engagement are closely related in manufacturing sector. Many factors of employee engagement are directly linked to productivity and many factors are indirectly linked. Some factors of employee engagement are also linked to multiple attributes of productivity. Graphical representation of the same is shown in fig.2. Employee engagement and productivity drivers are summarized and explained briefly in table 2.
Table 2: Linkage of drivers of employee engagement with productivity drivers

<table>
<thead>
<tr>
<th>Drivers of Employee Engagement</th>
<th>Driver of productivity</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong leadership</td>
<td>Organization climate</td>
<td>Leadership is considered as an attribute of organizational climate. Strong leadership motivates employees to think positive about the organization. They also think internally to contribute to the organizational goals and align themselves with the objective of the leaders. Employees also get highly motivated with strong leadership.</td>
</tr>
<tr>
<td>Proper compensation</td>
<td>Compensation</td>
<td>Directly linked</td>
</tr>
<tr>
<td>Role clarity</td>
<td>Organization climate</td>
<td>Role clarity indicates positive organizational climate and clear communication between employee and top management.</td>
</tr>
<tr>
<td>Quality of job</td>
<td>Infrastructure</td>
<td>Quality of job largely depends on availability of infrastructure, raw</td>
</tr>
</tbody>
</table>
Raw material | material, skill and attitude of the employee. 
Technology | Technology | Directly linked 
Responsibility | Attitude of Employee | Responsibility can be given based on the skill and attitude of an employee. This depends on the nature of the work. 
Training and development | Skill and competency | Training in the form of skill and competency development enhances the performance of an employee. Training and development also helps in establishing and improving manufacturing processes. 
Health and safety | Safety and Health | Health care facility is considered as one type of compensation. Safe working environment motivates employees to perform better. 
Retirement benefits | Compensation | Retirement benefits are a part of compensation package. But it has very deeper meaning in the sense that organization takes care of the employees after retirement also. This acts as a motivator to join and continue with such type of facility providing industry. 
Feedback system | Control and Review mechanism | Feedback acts as a review and control mechanism of any system. It helps manufacturing system to reduce cycle time, idle time and increasing product quality. Feedback system also acts as a communication tool across the organization. 
Team work | Organizational Climate | Building teams and nurturing the teams depend upon organizational climate. Team work enhances productivity as well as personal relationship among employees. 
Working environment | Process | Productivity of work place and motivation of employees largely depend on working environment. The working climate includes proper temperature in the work zone, noise level and vibration effects. This can be linked to organizational climate and health and safety aspect of employee. 
Welfare amenities | Infrastructure | Welfare amenities such as housing facility near work i.e. Colony, Schooling and Medical Centre help in attracting employees. If these needs are solved, they concentrate more in work than other factors. These facilities are also considered as indirect compensation. 
Shop floor arrangements | Process | Proper arrangement of machines, material and related resources improve productivity and reduces set-up and idle times. Due to this employee takes the pride of being more productive. 
Skilled based job allocation | Skill and competency | Effective productivity depends on suitable allocation of job, based on skill. The employees those who are having high process knowledge or efficiency are preferred in critical jobs or specific tasks during production. 

7. Conclusion

In this competitive world survival of business largely depends on the productivity levels of the organization. Improved productivity not only contributes to the competitive advantage but also helps in staying in the business; compete with world leading organizations, time to market, effective utilization of resources and production of quality outputs. This can be achieved by investment in physical assets, skill enhancement, and effective utilization of resources, innovativeness, and adaptation of technology, making creating workplace, safe workplace and high morale of the workforce. The productivity drivers explored by this study from various studies and expert opinion are investment, skill enhancement, innovation, enterprise, competition, building leadership and management capability, creating productive workplace, innovation, adaptation of technology, organizing work, networking and collaboration, measuring what matters, customer focus, quality, agility, employee involvement, supply chain management, product development, environment responsibility, employee safety and corporate citizenship. These drivers are directly or indirectly linked to employee engagement drivers like Strong leadership, Proper compensation, Role clarity, Quality of job, Technology, Responsibility, Training and development, Health and safety, Retirement benefits, Feedback system, Team work, Working environment, Welfare amenities, Shop floor arrangements and Skilled based job allocation. From this study it is very clear that both productivity and engagement drivers are closely linked and are having impact on each other.

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