

**IMPACT OF EMPLOYEE ENGAGEMENT ON
ORGANIZATION'S GROWTH AND PRODUCTIVITY IN
TELECOM SECTOR OF PAKISTAN**



By

RUHMA AAMIR DAR

NUST201361858MNBS75013F

**NUST BUSINESS SCHOOL
NATIONAL UNIVERSITY OF SCIENCES AND TECHNOLOGY
ISLAMABAD, PAKISTAN**

2017

Contents

ACKNOWLEDGEMENT	4
ABSTRACT.....	5
CHAPTER 1: INTRODUCTION	6
1.1 MOTIVATION BEHIND STUDY	10
1.2 OBJECTIVE OF THE STUDY	11
1.3 PROBLEM STATEMENT	11
1.4 ORGANIZATION OF THE STUDY	11
CHAPTER 2: LITERATURE REVIEW	12
2.1 Employee Engagement.....	12
Advantages of Employee Engagement	12
Disadvantages of Employee Engagement	16
2.2 THEORETICAL FRAMEWORK	18
2.3 Hypothesis.....	19
Hypothesis 1:	19
Hypothesis 2:	19
CHAPTER 3: THE DATA	20
3.1 POPULATION AND SAMPLING.....	20
3.2 DATA COLLECTION INSTRUMENTS.....	20
Primary Data (The Questionnaire)	20
Secondary Data	20
CHAPTER 4: RESEARCH DESIGN.....	21
4.1 VARIABLES AND ELEMENTS TO STUDY (LIST AND DEFINITION)	
VARIABLES	22
ELEMENTS	23
CHAPTER 5: RESULTS AND DISCUSSION.....	24
4.1 Employee Engagement Pattern	24

CHAPTER 6: CONCLUSION	42
6.1 CONCLUSION	42
6.2 RECOMMENDATIONS	43
6.3 LIMITATIONS	45
Bibliography	46

ACKNOWLEDGEMENT

First of all I would like to thank Allah Almighty for granting me success in this research. Then I would like to pay my gratitude to Sir FAQIR TAJ for his support and guidance throughout my work. I will also like to thank my husband and my parents who supported me and kept my spirits high. For the survey, I'm grateful to all the respondents who filled out the questionnaires with great compliance.

ABSTRACT

This research focuses on how employee engagement is effecting organization's growth and productivity in Telecom sector of Pakistan. The research revolves around positive as well as negative outcomes of Employee Engagement. The elements that are considered in the study include how engagement is positively effecting the organization in terms of lower absenteeism, higher focus and motivation lower voluntary turnover, improved client service, increased customer loyalty and increased production. The elements that are considered while researching about negative impact of excess employee engagement include group think, diffusion of responsibility, illusion of invulnerability, burnout and work life imbalance.

CHAPTER 1: INTRODUCTION

Engagement is one of the most important HR variables for the majority of organizations these days. It plays a significant role to enable the organization to provide a superior performance and to gain a competitive advantage in the long term. Engaged employees tend to put additional effort, learn more, and are usually more resourceful. Additionally, they act as organization's ambassadors. Moreover, engagement is excellent predictor of customer satisfaction, personnel retention, productivity and profitability.

Engagement takes dedicated and enthused employees to the next level. Engaged employees are more focused towards attaining the goals of the organization. They are of the view that they certainly can play a part in the success of the organization and that all their skills and capabilities are being developed. That said, engagement doesn't always seem to add up. In certain cases Employee Engagement can have a negative impact as well. It can result in many disadvantages like diffusion of responsibility, group think, absence of work-life balance and illusion of invulnerability. Thus, this research aims to highlight the positive as well as negative effects of employee engagement and suggest recommendations to reduce the negative effects of employee engagement.

With the passage of time, jobs in the telecom sector are becoming difficult as employees are made to go through extreme pressure to produce the required results which ultimately leads to various psychological and physiological ailments.

This research is conducted to study the effects of employee engagement on organization's growth and productivity. Many variables and elements are considered which include productivity, retention rate, customer loyalty and profitability.

Focusing on employee engagement has emerged as a result of changing demographics around the world. Organizations are facing the talent shortage due to which they are forced to develop such friendly policies which should not only attract the new people but also helps in the talent proposition. Employee engagement occurs when workers are committed to helping their organizations achieve all of their goals. Engaged employees are highly motivated to show up to work every day and do everything within their power to help their companies succeed.

Businesses function best when employees are engaged, so it's important to benchmark and consistently measure engagement amongst employees in order to best reach business goals. It's

imperative to implement a systematic strategy for tracking and improving employee engagement in order to ensure that a company is creating a culture in which employees are not only satisfied, but genuinely engaged in the organization's mission and goals.

Developed countries have done significant amount of research on this topic while developing countries now are also giving attention to employee engagement. In Pakistan also some research has been done with some suggestions to the telecom sector to ensure engagement among employees.

Globalization has resulted in better jobs and salaries due to which talent proposition has become more complex for the employers. To acquire and retain the talent is one of the challenging tasks. Due to this top management needs to introduce engagement initiatives for the employees considering the fact that there are lots of job opportunities out there with good pay scales.

Recent surveys and researches that are conducted show that productivity of employees as well as organization can be improved by ensuring right amount of engagement among employees. Employees are the foundation upon which the businesses are built. It is true that organizations can only survive in this tough competitive world only if they have the right people in right place. Without right people in right place, no organization can expect to achieve its goals and succeed. Unfortunately, it is becoming more and more challenging to keep those people on board. We live in a tough, developing, global world economy where qualified employees can without difficulty find a new home. The workers of today are less likely than ever to remain with the same organization for a substantial length of time as mobile careers have become the new norm. "Boomers" are retiring and the concept of "job for life" seems to be fading away and organizations can no longer expect long term loyalty of employees without incentives given. If they decide the grass may be greener elsewhere, they won't hesitate to go and find out.

In today's dynamic work environment, engaged employees are necessary to achieve organization's goals. It is believed that an engaged employee feels a strong emotional and personal link with their organization. They are fervent and enthusiastic about their work, they take initiatives and perform their tasks with outmost determination and use all their ability and potential to get best possible results.

These are the kind of employees who own responsibility, do their job with complete devotion and determination and play a significant role in the growth and success of the business. The employees who perform at the highest level, positively effect on productivity and growth of the organization and are completely satisfied working for the organization.

Put simply, engaged employees are worth their weight in gold. Harvard Business Review researchers found that 71% of organizations are of the view that employee engagement is a significant factor to influence the future success. Sales and marketing skills, effective productivity and advancement does matter a lot but these are all believed to be less imperative than employee engagement, particularly by higher management.

Engagement doesn't just happen on its own. The organizations implement numerous strategies to ensure high engagement among employees. Few common strategies implemented across the globe and particularly in Telecom sector of Pakistan to ensure high level of engagement among employees are as follows:

- **Be a Good Boss**

Work environment and culture plays a significant role in ensuring high engagement level among employees. No one would ever like to live with someone they don't like particularly if that person is the boss. Relationship with the line manager plays a significant role in ensuring engagement and retention of employees. It is not so that manager has to be the best friend of each and every person working under their supervision but Managers are always instructed to consider their leadership style and must always try to bring changes in them in order to increase their popularity and acceptance among their employees. In today's competitive work environment, Managers make an effort to treat their staff well and they show interest in their lives outside the work place. Small personal efforts can make an enormous transformation to the way bosses are perceived by the employees, and this in turn can upturn the likelihood that staff will feel appreciated and esteemed.

- **Set Reasonable, Attainable Goals with Achievable Rewards**

Organizations that are successful and remain ahead of the competitors always tend to set realistic goals according to the resources available. Employees always like to have something to work towards something that is achievable and not only increase their knowledge and skills but also

lead to reward and growth opportunities. Having a realistic goal play a significant role in focusing the mind, increase enthusiasm and increase overall engagement level of the employees.

Almost all the organizations set goals for their employees, individually as well as based on the overall performance of a team. Unluckily, in some cases these goals are not practical. They are more of a challenge to meet a disorganized target. Such goals cannot engage employees. Thus, organizations need to set meaningful goals in order to increase the engagement level of their employees. Luckily, the Telecom sectors of Pakistan is undoubtedly playing an integral part in increasing the satisfaction level of employees and are making an effort to implement the right strategies to ensure high level of engagement among the workforce.

The Telecom Sector of Pakistan is devising the right strategies to sure high engagement level in their workforce. For instance, instead of simply throwing out a target, these organizations tend to set precise realistic goals that give the employees a true sense of belonging in the company. They are showing a career ladder and growth opportunities as a result of attaining the goals. They are showing the employees how attaining their goals will help both individuals as well as the business.

- **Focus on the Good, not the Bad**

Each individual employee will have some strength but bosses must be aware that none of the employee is good at everything, and in the struggle to increase overall standards, many supervisors tend to pay more attention on the weaknesses of the employee.

However, those organizations that are looking for refining engagement level of employees should emphasize on the strengths of their workforce, and on developing the capacities where their employees are strong. Where they are weak, members of the team can support each other to achieve overall goals of the organization.

- **Keep Everyone on the Same Page**

Every employee in the organization wants to feel important. They want to have equal opportunities but also equal chance to nourish their skills and learn new things. In today's competitive environment employees want to be well aware of growth opportunities and career

ladder. Thus, organizations today ensure that all the employees are kept in loop and are well aware of their role in the organization and in attaining the goals.

If used properly, good CRM (customer relationship management) software will remove disputes such as duplicate working and mixed messages. Everyone will be on the same page, linked and able to see their role in the overall picture of organization's goals. Thus the supervisors need to regularly communicate with their team to keep them in loop and to give rewards and growth opportunities honestly to enhance employee engagement.

- **And it's a Big Target**

Bosses should put themselves in their workers' shoes and analyze what would engage them. As Virgin Group founder Richard Branson once said, "If you look after your staff, they'll look after your customers. It's that simple."

I have focused on the variable employee engagement which is our independent variable and its impact on organization's growth and productivity.

Along with positive effects of Employee Engagement, negative impacts of excess employee engagement are also considered and its negative effects like burnout, diffusion of responsibility, group think, illusion of invulnerability and work life imbalance are also considered.

1.1 MOTIVATION BEHIND STUDY

Purpose of increasing employee engagement is to create a work environment which is healthy so that employees are able to prioritize their commitments and work for the benefit of the overall organization.

If the employees are disengaged, the organization will have to bear many disadvantages. Few of them are as follows:

- **Dissatisfaction:** Employees who have low engagement level tend to be dissatisfied with their jobs
- **Employee Attrition:** If the employees have low engagement level, organization can expect high level of employee attrition. Employees tend to hop jobs as soon as an alternate opportunity is at hand.
- **Tolerance:** Employees' ability to cope with or bear economic uncertainty is very low.

- **Inconsistency:** Employees are incompetent to bring a high level of reliability, devotion, creativeness and dynamism to their jobs.
- **Goodwill:** As the engagement level of employees will be low so their goodwill will be low both at the work and when they are away from work. This in turn creates a negative word of mouth about the work environment and culture of the organization.
- The organization with employees whose engagement level is low may lose its top talent
- Negative impact on organizational success: If there is low employee engagement, it is likely to have a negative impact on organizational success.

Thus we can say both organizations as well as employee can benefit from Employee Engagement policies as it leads to reduced absenteeism, improved productivity, employee loyalty and commitment and enhanced organizational image.

The above aspects, ideas and importance of Employee Engagement created a need to research this issue and present this study. The reasons for choosing Telecom Sector are as follows:

- This industry is stable
- Telecom sector is very concerned about Employee Engagement and are devising strategies every now and then to ensure Employee Engagement in their organizations

1.2 OBJECTIVE OF THE STUDY

Main purpose is to carry out thorough analysis of Employee Engagement in the telecom sector along with some suggestions to make the improvement. Apart from positive effects of Employee Engagement, negative impacts of excess Employee Engagement are also considered.

1.3 PROBLEM STATEMENT

The main focus of my research topic is that, how Employee Engagement impacts the organization's growth and productivity in Telecom Sector of Pakistan.

1.4 ORGANIZATION OF THE STUDY

The thesis begins with the introduction followed by chapter two which contains literature review, theoretical and operational framework and hypothesis, chapter three presents the population and sampling. Research design is discussed in chapter four while chapter five contains the analysis and discussion. Last chapter concludes the study with some recommendations.

CHAPTER 2: LITERATURE REVIEW

2.1 Employee Engagement

In today's competitive work environment, employee engagement has been identified as a much needed and matchless organizational asset but engaging employees to a desired and required level is still a challenge for most of the organizations (Pati & Kumar, 2011). The significance of employee engagement in the current business scenario has attained importance and it has been categorized as one of the "hottest topics in management" in recent times, since engaged employees are fully "psychologically present" (Pati & Kumar, Employee Engagement: Role of Self-efficacy, Organizational Support & Supervisor Support, 2010).

Employee engagement is a workplace attitude resulting in the accurate environment for all members of an organization to perform to the best of their ability every day, dedicated and devoted to their organization's aims, goals and values, enthused to play part in organizational achievement, with an improved sense of their own welfare (L., Rooy, Whitman, Hart, & Caleo, 2011).

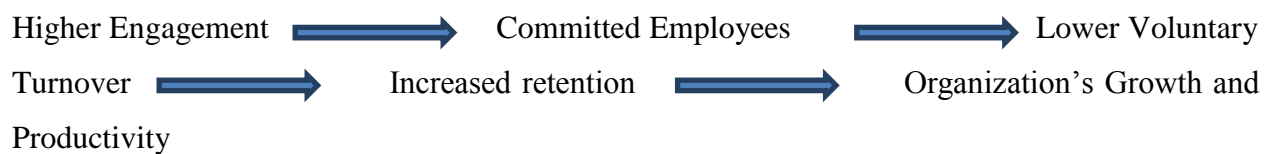
Employee engagement is very important in driving successful organizations. Engaged employees are satisfied and content and feel a sense of attachment to their job and organization. They promote the best in the organization to their friends and family and work wholeheartedly towards its growth and success (Surveys, 2010). In one of the first published works in this growing field, Kahn (1990 p. 694) defined employee engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances".

Advantages of Employee Engagement

Increased Retention

Employee engagement plays a significant role in the retention of employees. In fact it is considered the key to retention of talent (Glen, 2006). Employees who are highly engaged tend to stay longer with the organization and are less likely to leave their job. If an employee has no emotional attachment with the job and is disengaged then there is greater chance that they will leave the job whenever they will get an opportunity (Haid & Sims & Schaufeli & Bakker, 2004)

According to researchers engagement lowers employee's intention to leave the organization. The Corporate Leadership Council (2004) found that the most engaged employees are 87% less probable to leave their organization. The same study found that the 100 best places to work (according to their research) had an average voluntary turnover rate of 13% as compared with the average of 28.5% of other businesses in the same industries. According to research replacing an employee can incur a huge cost. It can cost one and a half times the salary of that employee, thus retention has a significant impact on an organization's growth and productivity. If an employee leaves the organization, it does not only be a drain on resources but the new replaced employee will take several years to produce the similar revenue. Thus, high retention rate effects the growth and productivity of the organization.



Fewer Mistakes

Employees who are engaged are more committed and are highly motivated and involved in their work. On the other hand, employees who are not engaged with their jobs are more likely to make mistakes.

A meta-analysis undertaken by (Harter, 2009) found that engaged employees are more probable to initiate and suggest and implement improvements to avoid mistakes. Engagement gives them a superior sense of ownership in their respective role, and escalates their chance of them taking on the responsibility to act on potential problems.

There are huge financial costs when mistakes occur. Research by the SHRM Foundation found in one manufacturing company found out that average cost of a safety incident for a non-engaged employee was \$392, compared with an average of \$63 for an engaged employee (Lockwood, 2007). Thus, there is a direct link between employee engagement, number of mistakes made by the employees and organization's growth and productivity.

Higher Engagement → Fewer Mistakes → Increased Productivity
Fewer Safety Incidents → Efficiency → Organization's Growth and Productivity

Improved Customer Satisfaction

There is a strong link between engaged employees and increased customer loyalty and satisfaction and was created by (Haid & Sims, 2009; Harter et al., 2009; Gonring, 2008). Every organization needs to give the employees the drive to increase customer satisfaction. Retaining customers and spreading a positive word of mouth about an organization is only possible if the customers will have a positive experience with the frontline staff. The attitude and behavior of the front line staff is dependent on the engagement level of the staff. Employees tend to be more focused and involved with the customers if they are engaged (Harter, 2009). In their 2009 meta-analysis, Harter et al. found that business units that scored in the top 25% on engagement had customer ratings 12% higher than business units scoring in the bottom 25% of engagement. This development is due to the fact that engaged employees are more considerate about meeting customer demands and needs. Engagement impacts on customer loyalty in many ways. It is believed that quality of products made by engaged employees is much better than disengaged employees. The engaged employee tends to make less number of mistakes.

Moreover, engaged employees have a positive impact on an organization's reputation as they act as brand ambassadors. On the contrary, disengaged employees can play a significant role in harming the reputation of the organization (Pfeffer, 2010).

Higher Engagement → Increased Discretionary Effort →
Improved Client Service → Better Customer Experience →
Increased Customer Loyalty → Organization's Growth and Productivity

Improved Productivity

- Higher Focus and Motivation

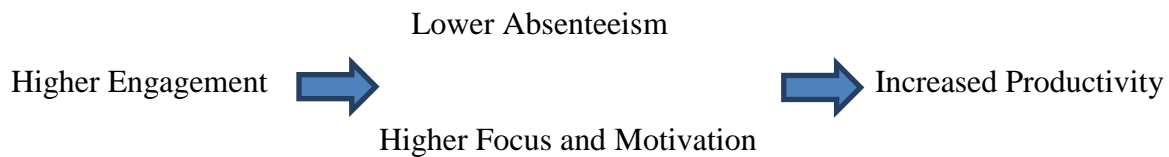
Employees who are highly engaged are motivated and productive. They are highly efficient and effective and play the most significant role in increasing the productivity of the organization.

In 2009, Harter et al. conducted a meta-analysis encompassing 199 research studies across 152 organizations in 44 industries and 26 countries. It was found that there is 18% drop in productivity between the top and bottom performers. Additionally, there was a 60% drop in quality (measured by defects in products) (Harter, 2009).

- Absenteeism

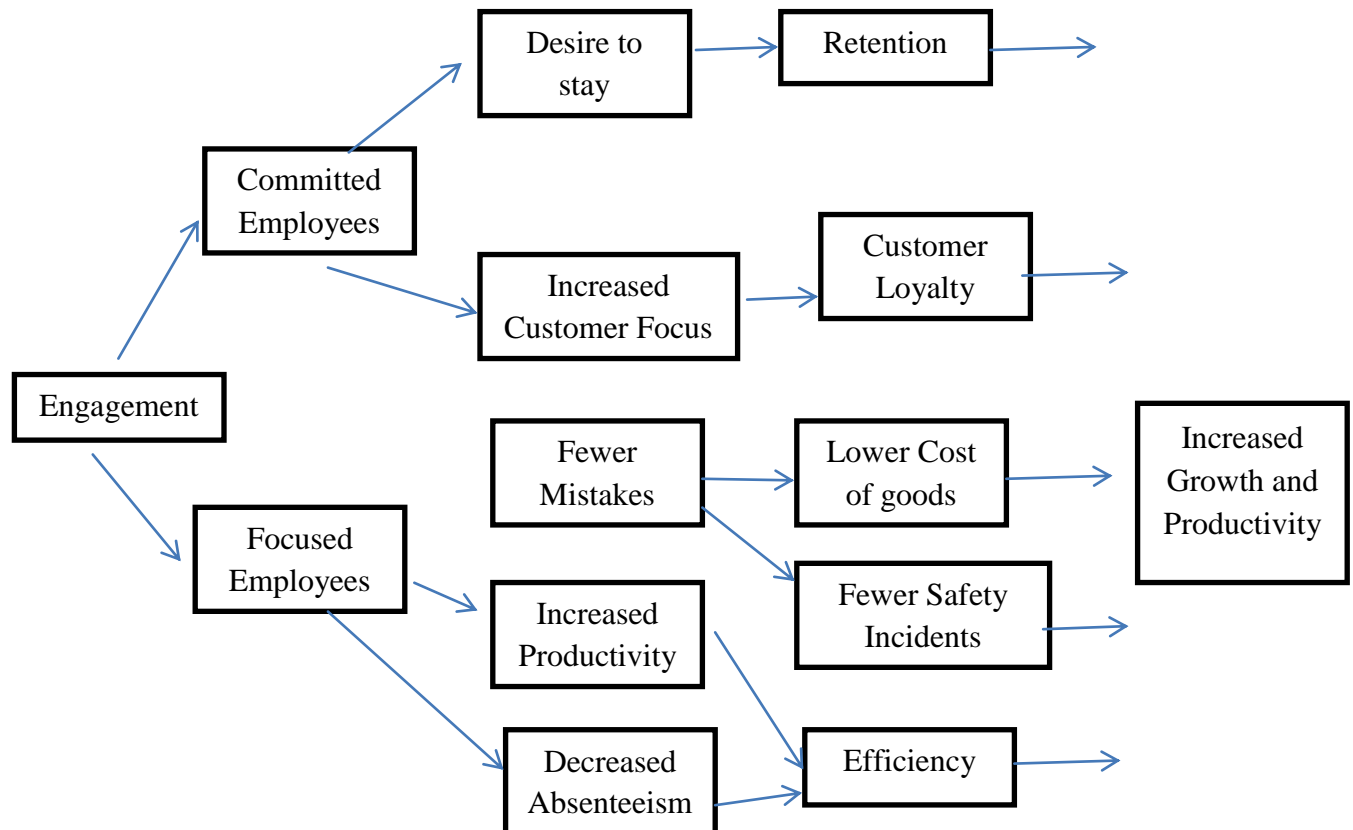
Engagement does not merely increase focus and efficiency but also reduces absenteeism (Bhatnagar & Biswas, 2010). Employees who are highly engaged tend to be more productive as they realize the significance of their effort and are well aware of their contribution in the overall goal of the organization.

Harter et al. (2009) found that absenteeism was 37% higher in organizations scoring in the bottom 25% on engagement. This has practical implications for businesses' productivity.



Increased Profitability

Employee engagement plays a significant role in an organization's profitability.



According to research, organizations enjoy 26 percent higher revenue per employee when employees are highly engaged and involved in their jobs (Taleo Research, 2009). Additionally, organizations with highly engaged employees earn 13 percent greater total returns to shareholders (Taleo Research, 2009). Moreover, a meta-analysis (Harter et al, 2002) showed that businesses with engaged employees made up to four percentage points in profitability.

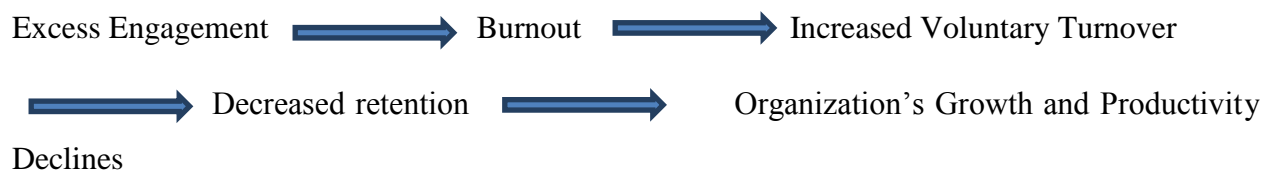
Research by Towers Perrin (2003) shows that organizations that have engaged employees tend to exceed the industry average in one-year revenue growth. On the other hand, in the organizations that have disengaged employees the revenue growth falls one or two percentage points below the average (Perrin , 2003).

Disadvantages of Employee Engagement

Burnout

According to research, high engagement level can result in work overload which in turn can lead to low morale and low job satisfaction (Shaikh Ali, Begum, & Abdullah, 2014). Workers who are very hard working and care about their work at times feel that they are not performing to their maximum capacity because they have so much to do so they are unable to do anything up to the mark and this leads to burnout (L., Rooy, Whitman, Hart, & Caleo, Measuring Employee Engagement During a Financial Downturn: Business Imperative or Nuisance?, 2011).

According to (Mone, Eisinger, Guggenheim, Price, & Stine, 2011), highly motivated and enthused employees are always willing to go beyond expectations to help the organization achieve its goals and aims but when work overload continues due to high engagement level and they constantly fail to meet their own set targets then their enthusiasm reduces and they tend to consider other job opportunities. This leaves the organization at high risk of losing key talent.

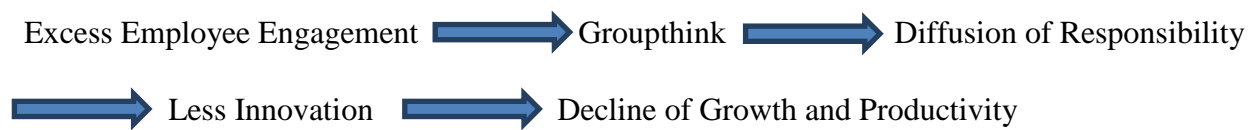


Groupthink

(Shankar & Bhatnagar, 2010), says that overly friendly work places can be restricting the growth and productivity of the organization. Research from Rotterdam School of Management (RSM)

indicated that when employees become too relaxed and comfortable with their colleagues and work environment then they become reluctant to challenge ideas and do not think differently. As a result groupthink prevails in the organizations. Groupthink has many disadvantages and it negatively effects organization's growth and productivity.

(Janis, 1983) says that groupthink conquers individual thoughts and ideas and this in turn results in diffusion of responsibility and stops innovation. As a consequence, organizations usually fail to see or respond to changing market trends. Thus, organizations that face groupthink are less innovative which in turn negatively effects growth and productivity.



(Wilcox, 2010) says that groupthink leads to illusion of invulnerability. It means that engaged employees share a very positive and strong bond among themselves and are thus reluctant to challenge each other ideas and thoughts and this can result in excessive optimism that encourages taking extreme risks (Kowert, Groupthink or Deadlock: When Do Leaders Learn from Their Advisors?, 2002). These extreme risks can be unfavorable for the organization and can thus result in decline of growth and productivity of the organization.

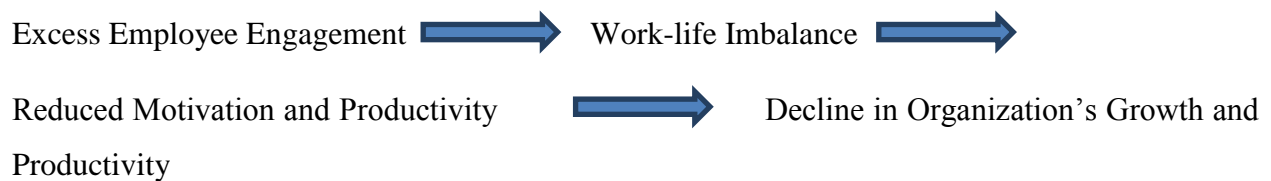


Work-Life Imbalance

(Chick, 2004) says that there is a direct link between work-life balance and employee engagement. People who feel that they have flexible work environment and can easily manage to take care of their tasks and their home and life responsibilities and they always tend to respond in a proactive way to the needs of their organization and play a significant role in attaining the goals of their organization. This mirrors the engagement outcome every organization wants.

Employees who are of the view that they have a good work-life balance work 21% harder than those who don't, according to a survey by the Corporate Executive Board, which represents 80% of Fortune 500 companies.

Employee happiness and employee engagement have gained a lot of significance in today's world. (Jones, Burke, & Westman, 2006) have discussed how issues like employee engagement and work life balance actually impact business revenues. In today's competitive work environment, if organizations fail to ensure ways and strategies to balance their employee's work and personal life, it can cost them heavily. According to (Clutterbuck, 2003) if organizations want to hire and retain their employees then they need to give them flexible options that suit their expectations and needs. A good balance between work and personal life not only plays a significant role in improving overall productivity but also plays a part in keeping employee's self-esteem and motivation level high (Méndez & Serrani, 2015). Employee engagement can be attained through various strategies like trainings, onboarding, constant interactions and feedback can this can drastically improve work-life balance and can thus result in productive workforce that can help the organization to increase its growth and productivity. (Klöpping, 2010) says that in certain cases high level of employee engagement leads to work-life imbalance which in turn reduces productivity of the employees and thus negatively effects organization's growth and productivity.



2.2 THEORETICAL FRAMEWORK

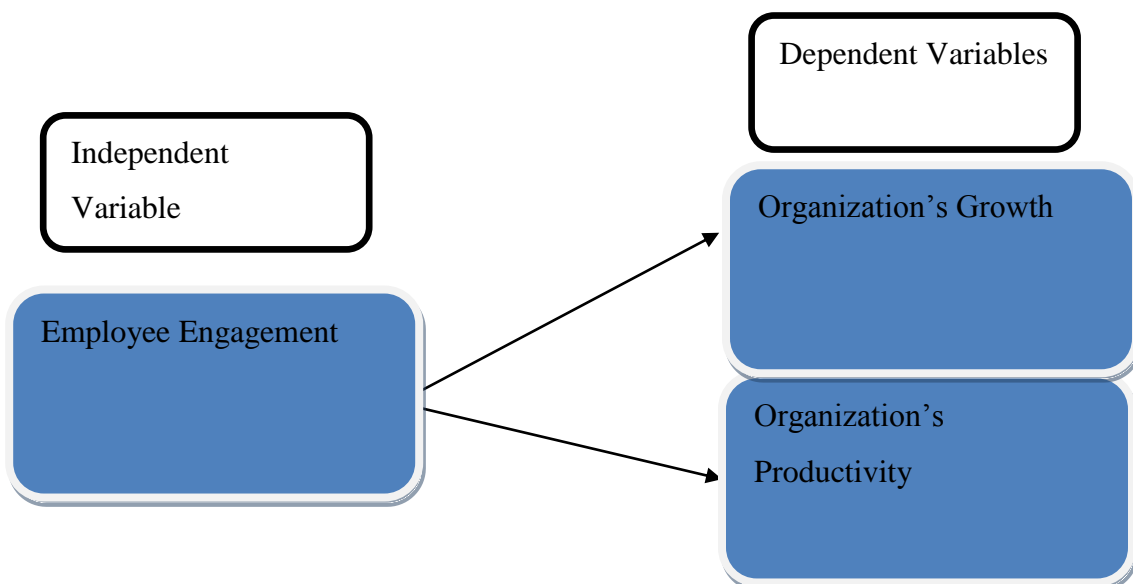


Figure 1: Relationship between Independent and dependent variables

The proposed theoretical framework includes two research variables i.e. independent and dependent. Employee Engagement is our independent variable while Organization's Growth and Organization's Productivity are dependent variables. Employee Engagement impacts the dependent variables.

2.3 Hypothesis

After reviewing the existing literature on Employees' take on Employee Engagement, following hypothesis can be formed:

Hypothesis 1:

H0: Employee Engagement has a positive impact on Organization's growth and productivity.

H1: Employee Engagement does not have a positive impact on Organization's growth and productivity.

Hypothesis 2:

H0: Excessive Employee Engagement has a negative impact on Organization's growth and productivity.

H1: Excessive Employee Engagement does not have a negative impact on Organization's growth and productivity.

CHAPTER 3: THE DATA

3.1 POPULATION AND SAMPLING

The data is collected through a structured questionnaire from the employees of Telecom Sector of Pakistan. Sample of 268 was selected through simple random sampling. Questionnaires were filled by the respondents from different regions of Pakistan including Islamabad, Rawalpindi, Lahore, Sialkot and Faisalabad. Questionnaires were used to collect primary data. It was distributed to respondent of all the above mentioned regions. Despite of their busy schedule all the respondents responded to the questionnaire with their full attention resulting in 88% response rate. SPSS was used to analyze data.

3.2 DATA COLLECTION INSTRUMENTS

Primary Data (The Questionnaire)

Questionnaires were used to collect the primary data while other methods have also been used. To carry out this research, data is collected through questionnaires which were given to a sample of 268. The data was collected from the respondents by giving away the questionnaire to them by email. The respondents were briefed on the reason and importance of this research before asking them to fill out the questionnaire. This was followed by some set of instructions regarding how to fill out the questionnaires. The response rate of Mobilink and Jazz was the highest while that of Ufone Franchise was the lowest.

The elements asked to measure the variables were assessed on a five point Likert scale ranging from strongly disagrees to strongly agree. Copy of Questionnaire is attached in Appendix.

Secondary Data

Secondary data was collected through literature review and extensive online search regarding how Employee Engagement impact on different variables.

CHAPTER 4: RESEARCH DESIGN

The objective of this research was to determine the effect of employee engagement on organization's growth and productivity. To achieve this objective a questionnaire was designed to gather the data, the questionnaire was designed in the structured way of which permit asking close-ended questions. By utilizing this strategy, the researcher was able to collect and analyze data statistically. In the questionnaire positive as well as negative aspects of employee engagement were considered. The population included all the Pakistani Telecom Companies, questionnaire were distributed among 350 consumers. Questionnaire was distributed on the basis of convenient sampling technique which is a non-probability sampling. Only 286 questionnaires were filled and returned by responders. For the analysis of data statistical methods were used. Frequency analysis is performed through Statistical Package of Social Sciences (SPSS).

- **Type of Research:**

- **Cause**

- We are trying to find out that how employee engagement can affect the organization's growth and productivity.

- **Quantitative**

- All variables are quantified and statistical techniques have been used to make analysis easier and more accurate.

- **Extent of researcher interference with the study: Minimal Interference**

I collected data from the individuals through questionnaire with no change in the actual organizational settings.

- **Study Setting: Non contrived-Field Study**

Research was done without interfering in the regular work setting.

- **Unit of Analysis: Individuals**

For the purpose of finding out the cause and effect relationship between the variables I collected data from the individuals (employees).

- **Time Horizon: Cross sectional studies**

Data was collected from individuals from August 2016 to January 2017 to study our concerns. Data with this particular research had not been collected before, nor will we be collected again for research.

- **Location of the study**

Questionnaires were filled by the employees of Telecom Sector in the various regions of Pakistan including Islamabad, Rawalpindi, Lahore, Faisalabad and Sialkot.

4.1 VARIABLES AND ELEMENTS TO STUDY (LIST AND DEFINITION) VARIABLES

Following is the list of the variables used in the study:

- **Employee Engagement:** It is a workplace phenomenon resulting in the right conditions for all members of an organization to give of their best each day. It ensures that employees are committed to their organization's goals and values and are motivated and enthusiast to add to organizational success, with an improved sense of their own well-being.
- **Organizational Growth:** means different things to different organizations. Numerous parameters are being used by organizations to measure growth. In this research I have taken organizational growth in terms of increased productivity, increased retention, increased customer service and profitability.
- **Organizational Productivity:** means different things to different organizations. Numerous parameters are being used by organizations to measure productivity. In this research I have taken organizational productivity in terms of increased productivity, increased profitability and fewer safety incidents.

ELEMENTS

Following contains the list and definition of the elements that are to be studied:

- **Burnout:** Workers who are very hard working and care about their work at times feel that they are not performing to their maximum capacity because they have so much to do so they are unable to do anything up to the mark and this leads to burnout
- **Diffusion of responsibility:** It means that no one takes the ownership of the task
- **Illusion of invulnerability:** It means that engaged employees share a very positive and strong bond among themselves and are thus reluctant to challenge each other ideas and thoughts and this can result in excessive optimism that encourages taking extreme risks
- **Work-life balance:** it refers to division of one's time and focus between working and family or leisure activities.
- **Retention:** It refers an effort by the organization to maintain a working environment which supports current staff in remaining with the organization.
- **Productivity:** means different things to different organizations. Numerous parameters are being used by organizations to measure productivity. In this research I have taken organizational productivity in terms of increased productivity, increased profitability and fewer safety incidents.
- **Safety:** This refers to safe and secure work environment where fewer safety incidents occur
- **Profitability:** It refers to the profit made by the organization

CHAPTER 5: RESULTS AND DISCUSSION

4.1 Employee Engagement Pattern

Table 1: Rate your level of engagement in your organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	13	4.9	4.9	4.9
Disagree	19	7.2	7.2	12.1
Neutral	19	7.2	7.2	19.3
Valid Agree	75	28.4	28.4	47.7
Strongly Agree	138	52.3	52.3	100.0
Total	264	100.0	100.0	

As the results in the table 1, when asked about the engagement level of the employees in their organization, an overwhelming number of the participants responded “strongly agree” i.e. 52.3 %. Those who responded “strongly disagree” constitute 13 of the 286 and 4.9 % of the total population in the questionnaire responded as “Agree”. Those who did not respond represented 7.2% of the population surveyed.

The results show that majority of the respondents who are from Telecom Sector of Pakistan are of the view that they are highly engaged with their jobs.

Table 1: I am proud to say that I work at this organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	3.0	3.0	3.0
Disagree	25	9.5	9.5	12.5
Neutral	19	7.2	7.2	19.7
Agree	74	28.0	28.0	47.7
Strongly Agree	138	52.3	52.3	100.0
Total	264	100.0	100.0	

As the results in the table 2, when asked about how proud they are to say that they work for this particular organization, an overwhelming number of the participants responded “strongly agreed” i.e. 52.3 %. Those who responded “strongly disagree” constitute 8 of the 286 and 28 % of the total population in the questionnaire responded as “Agree”. Those who did not respond represented 7.2% of the population surveyed.

The results show that majority of the respondents are proud of working for Telecom Sector of Pakistan. This gives us the idea that most of the employees working for Telecom Sector of Pakistan are highly engaged in their jobs.

Table 3: My company praises me whenever I do a good job.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	3.4	3.4	3.4
Disagree	23	8.7	8.7	12.2
Neutral	18	6.8	6.8	19.0
Agree	74	28.0	28.1	47.1
Strongly Agree	139	52.7	52.9	100.0
Total	263	99.6	100.0	

Missing System	1	.4	
Total	264	100.0	

According to the table-3, 28 % participants agreed that their company praises them whenever they do a good job; while respondents that had a neutral response towards this question were 6.8 % or 18 of the 286 participants. 8.7 % or 23 of the 286 surveyed disagreed that their company praises them whenever they do a good job, and 3.4 % or 9 of the 286 participants strongly disagreed that their company praises them whenever they do a good job.

Table 4: Promotions are handled fairly at my organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	3.4	3.4	3.4
Disagree	22	8.3	8.3	11.7
Neutral	22	8.3	8.3	20.1
Agree	76	28.8	28.8	48.9
Strongly Agree	135	51.1	51.1	100.0
Total	264	100.0	100.0	

According to the table-4, 51.1 % participants strongly agree that promotions are handled fairly at their organization; while respondents that had a neutral response towards this question were 8.3 % or 22 of the 286 participants. 8.3 % or 22 of the 286 surveyed disagreed that promotions are handled fairly at their organization, and 3.4 % or 9 of the 286 participants strongly disagreed that that promotions are handled fairly at their organization.

Table 5: My co-workers and I share information and new ideas

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	11	4.2	4.2	4.2
Disagree	19	7.2	7.2	11.4
Neutral	20	7.6	7.6	19.0
Agree	76	28.8	28.9	47.9
Strongly Agree	137	51.9	52.1	100.0
Total	263	99.6	100.0	
Missing System	1	.4		
Total	264	100.0		

According to the table-5, 51.9 % participants strongly agree that their co-workers and they share information and new ideas; while respondents that had a neutral response towards this question were 7.6 % or 20 of the 286 participants. 7.2 % or 19 of the 286 surveyed disagreed that their co-workers and they share information and new ideas, and 4.2 % or 11 of the 286 participants strongly disagreed that their co-workers and they share information and new ideas.

Table 6: I enjoy working with my co-workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	3.0	3.0	3.0
Disagree	25	9.5	9.5	12.5
Neutral	17	6.4	6.4	18.9
Agree	76	28.8	28.8	47.7
Strongly Agree	138	52.3	52.3	100.0
Total	264	100.0	100.0	

According to the table-6, 52.3 % participants strongly agree that they enjoy working with co-workers; while respondents that had a neutral response towards this question were 6.4 % or 17 of the 286 participants. 3 % or 8 of the 286 surveyed disagreed that they enjoy working with co-workers, and 3 % or 8 of the 286 participants strongly disagreed that they enjoy working with co-workers.

Table 7: There is effective communication between me and my supervisor

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	9	3.4	3.4	3.4
Disagree	22	8.3	8.3	11.7
Neutral	19	7.2	7.2	18.9
Agree	73	27.7	27.7	46.6
Strongly Agree	141	53.4	53.4	100.0
Total	264	100.0	100.0	

According to the table-7, 53.4 % participants strongly agree that there is effective communication between them and their supervisor; while respondents that had a neutral response towards this question were 7.2 % or 19 of the 286 participants. 8.3 % or 22 of the 286 surveyed disagreed that there is effective communication between them and their supervisor, and 3.4 % or 9 of the 286 participants strongly disagreed that there is effective communication between them and their supervisor.

Table 8: I feel free to offer comments and suggestions

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	3.4	3.4	3.4
Disagree	22	8.3	8.3	11.7
Neutral	18	6.8	6.8	18.6
Valid Agree	76	28.8	28.8	47.3
Strongly Agree	139	52.7	52.7	100.0
Total	264	100.0	100.0	

According to the table-8, 52.7 % participants strongly agree that they feel free to offer comments and suggestions; while respondents that had a neutral response towards this question were 6.8 % or 18 of the 286 participants. 8.3 % or 22 of the 286 surveyed disagreed that there is effective communication between them and their supervisor, and 3.4 % or 9 of the 286 participants strongly disagreed that they feel free to offer comments and suggestions.

Table 9: I have a clearly established career path in my organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	10	3.8	3.8	3.8
Disagree	24	9.1	9.1	12.9
Neutral	17	6.4	6.5	19.4
Agree	72	27.3	27.4	46.8
Strongly Agree	140	53.0	53.2	100.0
Total	263	99.6	100.0	
Missing System	1	.4		
Total	264	100.0		

According to the table-9, 53 % participants strongly agree that they have clearly established career path in their organization; while respondents that had a neutral response towards this question were 6.4 % or 17 of the 286 participants. 9.1 % or 24 of the 286 surveyed disagreed that they have clearly established career path in their organization, and 3.8 % or 10 of the 286 participants strongly disagreed that they have clearly established career path in their organization.

Table 10: I am aware of the promotion opportunities in my organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	3.4	3.4	3.4
Disagree	23	8.7	8.7	12.1
Neutral	19	7.2	7.2	19.3
Valid Agree	72	27.3	27.3	46.6
Strongly Agree	141	53.4	53.4	100.0
Total	264	100.0	100.0	

According to the table-10, 53.4 % participants strongly agree that they are aware of promotion opportunities in their organization; while respondents that had a neutral response towards this question were 7.2 % or 19 of the 286 participants. 8.7 % or 23 of the 286 surveyed disagreed that they are aware of promotion opportunities in their organization, and 3.4 % or 9 of the 286 participants strongly disagreed that they are aware of promotion opportunities in their organization.

Table 11: I am satisfied with the environment of my organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	3.4	3.4	3.4
Disagree	21	8.0	8.0	11.4
Neutral	21	8.0	8.0	19.3
Valid Agree	73	27.7	27.7	47.0
Strongly Agree	140	53.0	53.0	100.0
Total	264	100.0	100.0	

According to the table-11, 53 % participants strongly agree that they are satisfied with the environment of the organization while respondents that had a neutral response towards this question were 8 % or 21 of the 286 participants. 8 % or 21 of the 286 surveyed disagreed that they are satisfied with the environment of the organization, and 3.4 % or 9 of the 286 participants strongly disagreed that they are satisfied with the environment of the organization.

Table 12: Employee engagement improves commitment of employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	3.8	3.8	3.8
Disagree	20	7.6	7.6	11.4
Neutral	18	6.8	6.8	18.2
Valid Agree	71	26.9	26.9	45.1
Strongly Agree	145	54.9	54.9	100.0
Total	264	100.0	100.0	

According to the table-12, 54.9 % participants strongly agree that employee engagement improves commitment of the employees while respondents that had a neutral response towards this question were 6.8 % or 18 of the 286 participants. 7.6 % or 20 of the 286 surveyed disagreed that employee engagement improves commitment of the employees, and 3.8 % or 10 of the 286 participants strongly disagreed that employee engagement improves commitment of the employees.

Table 13: Employee engagement increases focus of employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	10	3.8	3.8	3.8
Disagree	18	6.8	6.8	10.6
Neutral	20	7.6	7.6	18.3
Agree	74	28.0	28.1	46.4
Strongly Agree	141	53.4	53.6	100.0
Total	263	99.6	100.0	
Missing System	1	.4		
Total	264	100.0		

According to the table-13, 53.4 % participants strongly agree that employee engagement increases focus of employees while respondents that had a neutral response towards this question were 7.6 % or 10 of the 286 participants. 6.8 % or 18 of the 286 surveyed disagreed that employee engagement increases focus of employees, and 3.8 % or 10 of the 286 participants strongly disagreed that that employee engagement increases focus of employees.

Table 14: Employee engagement results in decreased absenteeism

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	3.4	3.4	3.4
Disagree	22	8.3	8.3	11.7
Neutral	16	6.1	6.1	17.8
Valid Agree	74	28.0	28.0	45.8
Strongly Agree	143	54.2	54.2	100.0
Total	264	100.0	100.0	

According to the table-14, 54.2 % participants strongly agree that employee engagement results in decreased absenteeism while respondents that had a neutral response towards this question were 6.2 % or 16 of the 286 participants. 8.3 % or 22 of the 286 surveyed disagreed that employee engagement results in decreased absenteeism, and 3.4 % or 9 of the 286 participants strongly disagreed that employee engagement results in decreased absenteeism.

Table 15: Employee engagement reduces shrinkage

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	3.8	3.8	3.8
Disagree	19	7.2	7.2	11.0
Neutral	19	7.2	7.2	18.2
Valid Agree	70	26.5	26.5	44.7
Strongly Agree	146	55.3	55.3	100.0
Total	264	100.0	100.0	

According to the table-15, 55.3 % participants strongly agree that employee engagement reduces shrinkage while respondents that had a neutral response towards this question were 7.2 % or 19

of the 286 participants. 7.2 % or 29 of the 286 surveyed disagreed that employee engagement reduces shrinkage, and 3.8 % or 10 of the 286 participants strongly disagreed that employee engagement reduces shrinkage.

Table 16: Employee engagement reduces safety incidents

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	3.0	3.1	3.1
Disagree	22	8.3	8.4	11.5
Neutral	17	6.4	6.5	17.9
Valid Agree	74	28.0	28.2	46.2
Strongly Agree	141	53.4	53.8	100.0
Total	262	99.2	100.0	
Missing System	2	.8		
Total	264	100.0		

According to the table-16, 53.4 % participants strongly agree that employee engagement reduces safety incidents while respondents that had a neutral response towards this question were 6.4 % or 17 of the 286 participants. 8.3 % or 22 of the 286 surveyed disagreed that employee engagement reduces safety incidents, and 3 % or 8 of the 286 participants strongly disagreed that employee engagement reduces safety incidents.

Table 17: Employee engagement plays a significant role in increasing customer loyalty

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	2.3	2.3	2.3
Disagree	21	8.0	8.0	10.2
Neutral	21	8.0	8.0	18.2
Valid Agree	73	27.7	27.7	45.8
Strongly Agree	143	54.2	54.2	100.0
Total	264	100.0	100.0	

According to the table-17, 54.2 % participants strongly agree that employee engagement plays a significant role in increasing customer loyalty while respondents that had a neutral response towards this question were 8 % or 21 of the 286 participants. 8 % or 21 of the 286 surveyed disagreed that employee engagement plays a significant role in increasing customer loyalty, and 2.3 % or 6 of the 286 participants strongly disagreed that employee engagement plays a significant role in increasing customer loyalty.

Table 18: Employee engagement results in high retention rate

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	3.0	3.0	3.0
Disagree	20	7.6	7.6	10.6
Neutral	19	7.2	7.2	17.8
Valid Agree	69	26.1	26.1	43.9
Strongly Agree	148	56.1	56.1	100.0
Total	264	100.0	100.0	

According to the table-18, 56.1 % participants strongly agree that employee engagement results in high retention rate while respondents that had a neutral response towards this question were 7.2 % or 19 of the 286 participants. 7.6 % or 20 of the 286 surveyed disagreed that employee engagement results in high retention rate, and 3 % or 8 of the 286 participants strongly disagreed that employee engagement results in high retention rate.

Table 19: Employee engagement translates to more focus, fewer mistakes, lower cost of goods and increased productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	3.0	3.0	3.0
Disagree	20	7.6	7.6	10.6
Neutral	20	7.6	7.6	18.2
Valid Agree	72	27.3	27.3	45.5
Strongly Agree	144	54.5	54.5	100.0
Total	264	100.0	100.0	

According to the table-19, 54.5 % participants strongly agree that employee translates to more focus, fewer mistakes, lower cost of goods and increased productivity while respondents that had a neutral response towards this question were 7.6 % or 20 of the 286 participants. 7.6 % or 20 of the 286 surveyed disagreed that employee engagement translates to more focus, fewer mistakes, lower cost of goods and increased productivity, and 3 % or 8 of the 286 participants strongly disagreed that employee engagement translates to more focus, fewer mistakes, lower cost of goods and increased productivity.

Table 20: Employee engagement has an impact on organization's growth and high performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	3.4	3.4	3.4
Disagree	21	8.0	8.0	11.4
Neutral	18	6.8	6.8	18.2
Valid Agree	74	28.0	28.0	46.2
Strongly Agree	142	53.8	53.8	100.0
Total	264	100.0	100.0	

According to the table-20, 53.8 % participants strongly agree that employee engagement has an impact on organization's growth and high performance while respondents that had a neutral response towards this question were 6.8 % or 18 of the 286 participants. 8 % or 21 of the 286 surveyed disagreed that employee engagement has an impact on organization's growth and high performance, and 3.4 % or 9 of the 286 participants strongly disagreed that employee engagement has an impact on organization's growth and high performance.

Table 21: Employee engagement results in group think

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	12	4.5	4.6	4.6
Disagree	35	13.3	13.3	17.9
Neutral	19	7.2	7.2	25.1
Agree	69	26.1	26.2	51.3
Strongly Agree	128	48.5	48.7	100.0
Total	263	99.6	100.0	
Missing System	1	.4		
Total	264	100.0		

According to the table-21, 48.5 % participants strongly agree that employee engagement results in group think while respondents that had a neutral response towards this question were 7.2 % or 19 of the 286 participants. 13.3 % or 35 of the 286 surveyed disagreed that employee engagement results in group think, and 4.5 % or 12 of the 286 participants strongly disagreed that employee engagement results in group think.

Table 22: Employee engagement results in diffusion of responsibility

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	10	3.8	3.8	3.8
Disagree	36	13.6	13.6	17.4
Neutral	20	7.6	7.6	25.0
Agree	74	28.0	28.0	53.0
Strongly Agree	124	47.0	47.0	100.0
Total	264	100.0	100.0	

According to the table-22, 47 % participants strongly agree that employee engagement results in diffusion of responsibility while respondents that had a neutral response towards this question were 7.6 % or 20 of the 286 participants. 13.6 % or 36 of the 286 surveyed disagreed that employee engagement results in diffusion of responsibility, and 3.8 % or 10 of the 286 participants strongly disagreed that employee engagement results in diffusion of responsibility.

Table 23: Excess employee engagement can result in burnout and work life imbalance which translates to poor performance and decreased growth and productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	13	4.9	4.9	4.9
Disagree	36	13.6	13.6	18.6
Neutral	35	13.3	13.3	31.8
Valid Agree	70	26.5	26.5	58.3
Strongly Agree	110	41.7	41.7	100.0
Total	264	100.0	100.0	

According to the table-22, 41.7 % participants strongly agree that excess employee engagement can result in burnout and work life imbalance which translates to poor performance and decreased growth and productivity while respondents that had a neutral response towards this question were 13.3 % or 35 of the 286 participants. 13.6 % or 36 of the 286 surveyed disagreed that excess employee engagement can result in burnout and work life imbalance which translates to poor performance and decreased growth and productivity, and 4.9 % or 13 of the 286 participants strongly disagreed that excess employee engagement can result in burnout and work life imbalance which translates to poor performance and decreased growth and productivity.

CHAPTER 6: CONCLUSION

6.1 CONCLUSION

This paper attempts to explore the effect of employee engagement on various variables. Many interesting insights are revealed at the end of the research. Employee engagement has an important link with Organizations growth and productivity, customer loyalty, retention rate, burnout, diffusion of responsibility, work-life balance, profitability, safety, efficiency an illusion of invulnerability. As Telecom Sector of Pakistan focuses on employee engagement and numerous measures are being adopted to enhance employee engagement in these organizations so more than 50 percent of the respondents agree that they are well engaged in their organizations and this in turn is increasing productivity, increasing retention rate, increasing customer loyalty, safety is enhanced cost of goods is lowered because of more efficient employees and this all translated to increased productivity and growth of the organization.

According to the results, more than 50 percent of the respondents are also of the opinion that in case of excess employee engagement certain negative impacts are also being faced by the Telecom sector of Pakistan which includes work-life imbalance, burnout, and groupthink, diffusion of responsibility and illusion of invulnerability.

Hence, Telecom Sector should come forward to make more efforts to reduce the negative effects of employee engagement and enhance organization's growth and productivity. It would ultimately help the organizations to retain the talent which has become very difficult due to globalization and competition. Thus it is proved that H0 is accepted in both the hypothesis and H1 is rejected in both the hypothesis.

Management should perform an active part in the implementation of Balanced Employee Engagement programs at all levels in the organization. Ultimately it results in high employee productivity and commitment that is beneficial to the growth and productivity of the organization.

6.2 RECOMMENDATIONS

Overall employee engagement has more advantages than disadvantages in Telecom Sector of Pakistan. Few recommendations to avoid negative impacts of Employee Engagement are as follows:

- Organizations should encourage open discussion and persuade the team members to always add their thoughts, ideas, and point of view in order to avoid groupthink.
- Telecom sector should provide flexible working hours to the employees in order to avoid work-life imbalance and this in turn will increase engagement level of employees
- Necessary breaks should be given to the employees during the work in order to enhance employee engagement.
- Social gathering programs should be scheduled to increase the coordination among the employees and reduce the mental stress at workplace.
- Work Life Balance programs such as Stress Management Programs, Employee Assistance Programs Physical Health and Wellness Programs ensure employees to retain balance between work-life activities by reducing negative stress among employees and act as a catalyst towards delivering high performance.
- The long-hours culture in the Telecom Sector should be abolished
- Equal distribution of work should be done among the employees so that no one is burdened
- Healthy work environment should be created through open channels of communication, coordination between the departments, lighter work load, career development opportunities, supportive management etc.
- Counseling departments should be established in the Telecom Sector to assess the issues pertaining to employee engagement
- **Assign a “devil’s advocate.”** Ask one or more team members to play the role of devil’s advocate to ensure all sides of a topic are explored and discussed. This can be done to avoid groupthink and to ensure that right decisions are taken.
- Organizations must communicate clear goals and expectations to the employees. In today’s dynamic work environment most of the employees are highly competitive and

want to be part of future. These employees are eager to learn and are highly motivated and want to understand what is most important for the organization. Thus in order to motivate the employees, meaningful targets must be set for them. These will not only play an integral role in increasing employee engagement but will also tie the employees to larger organizational ambitions and this in turn will improve growth and productivity. This will also help in avoiding groupthink.

- Share information and numbers with employees. This will help in improving engagement level of the employees and will also brief the employees that how their jobs contribute to the big picture. When organizations intend to keep the employees informed, they feel greater sense of worth. This transparency will improve performance of the employees and this in turn will positively affect organization's growth and productivity. By sharing information with employees, organization can increase employees' sense of ownership. This will also help in avoiding groupthink, diffusion of responsibility and illusion of invulnerability.
- Organizations must encourage open communication. Open channels of communication will help the organization to develop a better understanding of employee's point of view and will help the organization to remain proactive in resolving issues of the employees. This will help the organization to engage their employees and this in turn will increase its growth and productivity.
- Enthusiastically support organizational effectiveness, reputation, values and beliefs. This will also increase the engagement level of the employees.
- Organizations must encourage their employees to share their own stories about what they are doing to support company strategies or embody organizational values. This will also increase growth and productivity of the organization and will help in avoiding groupthink, diffusion of responsibility and illusion of invulnerability.
- Organizations must constantly provide feedback to the employees in order to keep them engaged. When employees are well aware of their performance then they will keep on putting in extra effort to improve their performance. Providing someone recognition on what they're doing well can help in boosting morale. This doesn't mean you should not create accountability, it actually means the opposite – but, if all you do is criticizing, people will learn how to hide their mistakes or shift blame.

- Feedback can be used as a two way communication tool. It is a great chance to share opinions and find an appropriate solution. This in turn can improve organizations growth and productivity as employees will be well aware of what is expected from them.
- Organizations can support employee growth by providing education and learning opportunities, cross training, coaching, and any other interactions that support employees' personal development. This will not only help the employees to learn but will also add to organizations growth and productivity.
- Delegating responsibilities is good for the organization because it broadens the managerial span of control. It's beneficial for employees as well because it is a growth opportunity for them. This increases their sense of ownership and tends to make them more responsible. This in turn will increase the growth and productivity of the organization.
- Organizations must ensure that incentive match results. Incentive must be based on objective criteria in order to not only improve the engagement level of employees but also to ensure organizational growth and productivity.

6.3 *LIMITATIONS*

- The sample tends to under represent the population of Telecom Sector all over Pakistan.
- Response may be based on the biased opinion of respondents.
- Respondents may have responded to the questions improperly due to the shortage of time or maybe they don't understand the question properly.
- Other factors contributing to employee engagement can also be incorporated.

Bibliography

- L., D., Rooy, V., Whitman, D. S., Hart, D., & Caleo, S. (2011). Measuring Employee Engagement During a Financial Downturn: Business Imperative or Nuisance? *Journal of Business and Psychology*, 147-152.
- Taleo Research. (2009, January 22). Retrieved from Taleo: <http://www.taleo.com>
- Bhatnagar, J., & Biswas, S. (2010). Predictors & Outcomes of Employee Engagement: Implications for the Resource-based View. *Indian Journal of Industrial Relations*, 273-286.
- Chick, E. D. (2004). *Fundamentals of Work-Life Balance*. Virginia: ASTD Press.
- Clutterbuck, D. (2003). *Managing Work-life Balance: A Guide for HR in Achieving Organisational and Individual Change*. London: CIPD House.
- Glen. (2006). Key Skills Retention and Motivation: the Warf or Talent Still Rages and Retention is the High Ground. *Industrial and Commercial Training*, 37-45.
- Haid & Sims, & Schaufeli & Bakker. (2004). Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. *Journal of Organizational Behavior*, 293-315.
- Harter. (2009). *Meta-Analysis: The Relationship Between Engagement at Work and Organisational Outcomes*. Retrieved from MetaAnalysis: www.gallup.com/consulting/File/126806/MetaAnalysis_Q12_WhitePaper_2009.pdf
- Janis, I. L. (1983). *Groupthink: psychological studies of policy decisions and fiascoes*. Chicago: Houghton Mifflin.
- Jones, F., Burke, R. J., & Westman, M. (2006). *Work-Life Balance: A Psychological Perspective*. New York: Psychology Press.
- Klöpping, L. (2010). *Work-Life-Balance*. Germany: GRIN.
- Kowert, P. (200). *Groupthink or Deadlock: When Do Leaders Learn from Their Advisors?* New York: State University of Newyork Press.

- Kowert, P. (2002). *Groupthink or Deadlock: When Do Leaders Learn from Their Advisors?* New York: State University of New York Press.
- L., D., Rooy, V., Whitman, D. S., Hart, D., & Caleo, S. (2011). Measuring Employee Engagement During a Financial Downturn: Business Imperative or Nuisance? *Journal of Business and Psychology*, 147-152.
- Méndez, L. M., & Serrani, L. (2015). *Work-Life Balance and the Economic Crisis: Some Insights from the Perspective of Comparative Law*. Cambridge: Adapt University Press.
- Mone, E., Eisinger, C., Guggenheim, K., Price, B., & Stine, C. (2011). Performance Management at the Wheel: Driving Employee Engagement in Organizations. *Journal of Business and Psychology*, 205-212.
- Pati, S. P., & Kumar, P. (2010). Employee Engagement: Role of Self-efficacy, Organizational Support & Supervisor Support. *Indian Journal of Industrial Relations*, 126-137.
- Pati, S. P., & Kumar, P. (2011). Work Engagement: A Rethink. *Indian Journal of Industrial Relations*, 264-276.
- Perrin, T. (2003). *Working Today: Understanding What Drives Employee Engagement*. London.
- Pfeffer, J. (2010). Building Sustainable Organizations: The Human Factor. *Academy of Management Perspectives*, 34-45.
- Shaikh Ali, S. H., Begum, S., & Abdullah, Z. (2014). Gauging Factors that Influence Job Engagement Among Casual Workers. *Journal of Applied Environmental*, 76-83.
- Shankar, T., & Bhatnagar, J. (2010). Work Life Balance, Employee Engagement, Emotional Consonance/Dissonance & Turnover. *Indian Journal of Industrial Relations*, 74-87.
- Surveys, I. (2010). *The impact of employee engagement on performance*. Sydney: Insync Surveys.
- Wilcox, D. C. (2010). *Groupthink: An Impediment to Success*. Xlibiris.