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# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	ENVIRONMENTAL INFLUENCES AND ENTREPRENEURSHIP DEVELOPMENT: THE NIGERIAN ECONOMY PERSPECTIVE <i>ANIETIE E. EFI &amp; ETIM, E. OSIM</i>	1
2.	EMPLOYEES' SOCIAL FULFILMENT UPLIFTING ORGANIZATIONAL URGENCIES IN VERSATILE BUSINESS SCENARIOS <i>K PRADEEP KUMAR &amp; DR. S SUMAN BABU</i>	6
3.	SERVICE QUALITY IN SUPER MARKETS: A STUDY OF CONSUMERS SATISFACTION IN APPAREL RETAILING <i>J. JAYANTHI &amp; DR. B. BASKARAN</i>	16
4.	ORGANIC COTTON INDUSTRY: A CASE OF PRESENT STATUS, PRODUCT AND PRICE <i>KEERTHI CHANDAK, DR. ALPESH LEUA &amp; DR. V. M. THUMAR</i>	19
5.	NATURE OF PRODUCTION RELATIONS IN ORGANISED MANUFACTURING SECTOR OF INDIA <i>DR. ASHOK KUMAR &amp; BALJEET KAUR</i>	25
6.	A SURVEY ON ATTRIBUTES AND FACTORS AFFECTING ON THE AFFORDABLE HOUSING: AN ANALYTICAL REVIEW <i>DR. J. B. KOMARAIHAH &amp; DR. HARSHIT TOPNO</i>	29
7.	IMPACT OF RECESSION ON INDIAN PHARMA SECTOR <i>SHRADDHA BHATT &amp; DR. A. K.PANIGRAHI</i>	34
8.	ANALYSIS OF IPO MARKET BEHAVIOR: POST LISTING PRICE PERFORMANCE <i>VARSHA GUPTA &amp; DR. HIMANSHU JOSHI</i>	42
9.	DETERMINANTS OF DIVIDEND PAYOUT RATIOS: A STUDY WITH REFERENCE TO INDIAN BANKING SECTOR <i>DR. S. HARI BABU &amp; NANCY SAHNI</i>	48
10.	OPERATIONAL EFFICIENCY OF PUBLIC SECTOR BANKS IN INDIA: AN ANALYTICAL STUDY <i>BIPIN BANDEKAR</i>	56
11.	IMPACT OF SOCIAL RESPONSIBILITY PARTICIPATION IN SOCIETY <i>DR. T. VIJAYARAGAVAN</i>	61
12.	FOOD SECURITY IN WEST BENGAL, INDIA: IN TERMS OF BALANCE DIET <i>UTTAM HALDAR</i>	63
13.	SOCIAL ACCOUNTING: OBJECTIVES AND ISSUES <i>ANJU DAGAR</i>	70
14.	INVESTIGATING THE IMPACT ON BSE SENSEX USING MULTIPLE REGRESSION MODEL <i>ASHWITHA KARKERA, MADHUKAR S M &amp; GIRISH MADLA</i>	72
15.	SELF-EMPLOYMENT THROUGH DAIRY FARMING: A CASE STUDY OF 'KARENG' MILK SOCIETY AT NAZIRA SUB-DIVISION OF SIVASAGAR DISTRICT OF ASSAM <i>SUMIT DEY &amp; SHATABHISHA BARUA</i>	74
16.	ROLE OF MICROFINANCE INSTITUTIONS FOR ACHIEVING FINANCIAL INCLUSION IN INDIA <i>SEEMA RANI &amp; RAJNI CHUGH</i>	78
17.	THE STUDY OF SOLVENCY POSITION OF MUMIAS SUGAR COMPANY LIMITED, KENYA <i>OMBEGA OGUTA KEPHAR</i>	81
18.	TREND OF AGRICULTURAL FINANCE BY COMMERCIAL BANKS: A CASE STUDY OF UNION BANK OF INDIA, BANK OF BARODA AND STATE BANK OF INDIA <i>SIDDHARTH MISHRA</i>	86
19.	EXPLORATION OF CSR PRACTICES OF NATIONALIZED BANKS IN INDIA <i>SAPNA KATARA</i>	91
20.	BANCASSURANCE IN INDIA: AN INDUSTRY OUTLOOK OF LIFE INSURANCE <i>RUCHIKA BHATEJA</i>	95
	REQUEST FOR FEEDBACK & DISCLAIMER	101

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## EMPLOYEES' SOCIAL FULFILMENT UPLIFTING ORGANIZATIONAL URGENCIES IN VERSATILE BUSINESS SCENARIOS

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### ABSTRACT

*Employees with higher Social Fulfilment Index put additional effort towards improved productivity, resulting into increased acceleration towards achieving organizational objectives. Changing social behaviour of an employee has a bearing on the evolving nature of organizational priorities and urgencies. Indian economy witnessed incredible fluctuations and manufacturing organizations have witnessed the wrath. With Indian economy as a backdrop, this paper explores the relationship among economic indices of an organization, employee's social behaviour at work place within an organization, employee engagement and the alignment between social cohesion and organisational urgencies. The paper covers the broad thematic of employee engagement, social behaviour and considers the fact that there is substantial research and literature already available in this domain. It explores the literature which is imperative for understanding of phenomenon and selects primary data collection needed for this purpose. The primary data point is organisation and secondary information is sought from reports published by Reserve bank of India and financial results of comparative organizations. Using basic statistics and multilevel approach, this paper explores the correlative variables of establishing influence of people practices, social behaviour at workplace, employee engagement and organizational performance. This paper attempts to develop a hypothetical correlative model among the parameters of organizational performance, employee's social alignment and the fostering relationship with organizational urgencies. The empirical results provide a strong support for the hypothesis that the involvement of employee social factors in an organisation and its channelization towards business and corporate strategy reduces the risk of financial under-performance and also establishes the aspect that, social cohesiveness enhances the alignment of employee work climate and employee engagement. The study and its results imply that the organization's performance and employee engagement can be enhanced by adopting social instruments at work place and right people practices in the overall strategic direction of the company. While literature review is conducted on this topic and given the limited exposure, this paper considers it to be one among the few of its kind in the country. This paper is an attempt to contribute to the field of human resource through its approach by measuring and testing the relationship between employee social behavioural needs, employee engagement dimensions and organizational urgencies and tries to link to the financial performance of the company.*

### KEYWORDS

Organisational Urgencies, Performance metrics, employee social matrices, employee social fulfilment index, employee engagement.

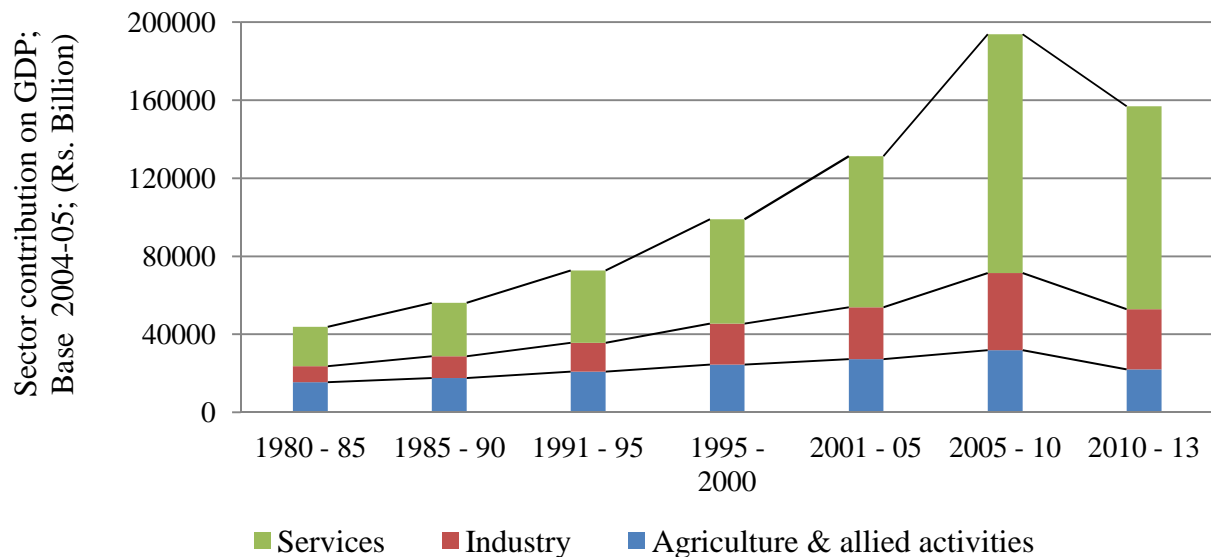
### 1.0 INTRODUCTION

 Social engagement of employees is not just obtained by investing financially in employees through perks or pay hikes. It includes intellectual, emotional, respect, care, inclusion along with engagement drivers of advocacy, loyalty and strive. As a return, such cohesiveness makes the employees deliver the extra mile effort in superior performance, which enables organizations grow faster than their comparators. The dependence of industry performance on the economic environment of the country in particular and global environment in general is total, as the industry and its business performance is one unit of the total economy. Economic uncertainty keeps the business establishments on vigil. It is not just Indian economy that is inconsistent but the entire global economic system is challenging. While there are many factors with which a country's economy can be calibrated, this paper measures the critical factor of India's gross domestic product (GDP) and the influence of country's economy and GDP on industry, by considering few of the macro-economic factors. Businesses and its' leaders need to predict economic fluctuations and thereby proactively resource the business so that the organizational urgencies are cascaded across the organization and the employees align their competence and strategy. Organizations are a subset of society and employees demonstrate their social behaviours within and outside the organization. The urge to demonstrate the social behaviours is tacit. Organizations to have competitive advantage and to ensure accelerated responses on business urgencies, the corporate strategy should be inclusive of corresponding social behaviour of employees and ensure that the strategy encompasses the prominent aspect of channelizing the velocity of organizational change towards achieving business objectives by establishing an execution strategy which harnesses employees' social behaviour maximization.

### 2.0 INDIAN ECONOMY AND INFLUENCE ON MANUFACTURING SECTOR

Our country's [India's] economy plays a strategic role in determining global economy. Its economy is considered as a growing economy from an agrarian past to have advanced towards industrialised economy. Focus of India's development is more and more oriented towards a well-diversified industrialisation. According to the Economic Survey 2012-13, tabled in Parliament in 2013, the economy grew at 5.0 per cent in 2012-13 and is expected to grow at 6.1-6.7 per cent in the next fiscal year. Manufacturing and Services sector have registered impressive gains. The Survey reports that the services sector registered a growth rate of 6.6 per cent while the manufacturing sector growth rate was 1.9 per cent in 2012-13. India's gross domestic product (GDP) is expected to cross the US\$ 5 trillion mark by 2020. Manufacturing / industrial sector is now under greater attention of the policy makers. To ensure that the manufacturing sector propels India's growth; the roots of increasing productivity, efficiency and competitiveness needs no emphasis and all of these factors need to necessarily synchronise with each other.

FIGURE 1.0: SECTOR CONTRIBUTION TO GDP



Services sector has primarily fuelled the growth in the last decade, which contributed to 65 per cent of overall growth, while that of the industry and agriculture sectors has been 27 per cent and 8 per cent respectively.

TABLE 1.0: SECTOR CONTRIBUTION ON GDP

Financial year	Sector contribution on GDP; Base : 2004-05; (Rs. Billion)				
	Agriculture & allied activities	Industry	Services	GDP at Factor Cost at Constant Prices	Industry contribution as a % of GDP
1980 - 85	15404	8323	20060	44196	18.8%
1985 - 90	17536	11240	27415	56529	19.9%
1991 - 95	20846	14821	37114	72976	20.3%
1995 - 2000	24495	21039	53414	99052	21.2%
2001 - 05	27243	26688	77417	131348	20.3%
2005 - 10	31854	39531	122503	193888	20.4%
2010 - 13	22066	30755	104040	156860	19.6%

Source: Central Statistics Office (CSO).

Notes: Data for 2010-11 are based on Second Revised Estimates, 2011-12 are based on First Revised Estimates and 2012-13 are based on Provisional Estimates. During the same period, manufacturing sector, a sub set of Industry sector has contributed to 15.2 percent towards GDP and 75.2 percent towards the Industrial sector.

### 3.0 PERFORMANCE OF MANUFACTURING SECTOR SINCE FY 2004

Table below shows the contributions of these sectors to the overall growth of the economy from 2004-05 to 2012-13.

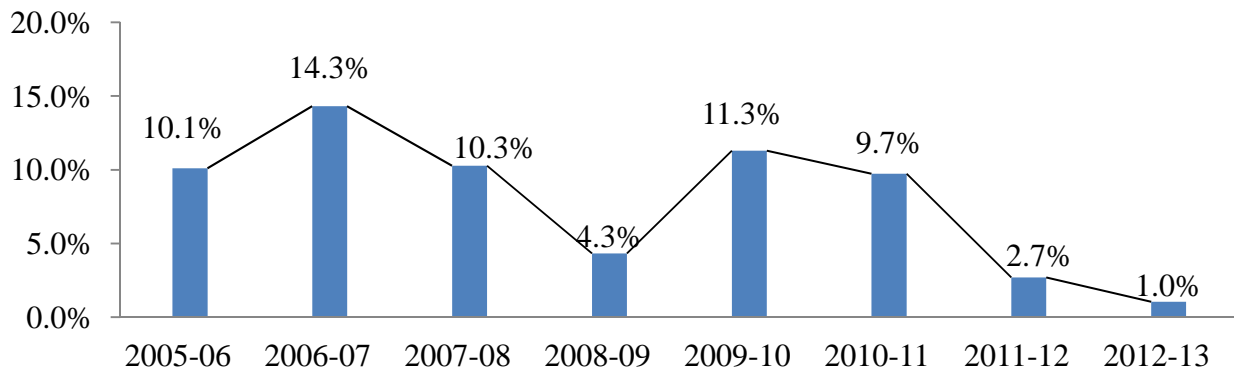
TABLE 2.0: SECTOR CONTRIBUTION ON GDP

Financial year	Sector contribution on GDP; Base : 2004-05; (Rs. Billion)				
	Agriculture & allied activities	Industry	Services	GDP at Factor Cost at Constant Prices	Industry contribution as a % of GDP
2004-05	5654	6009	18051	29715	20.2%
2005-06	5945	6523	20063	32531	20.1%
2006-07	6192	7364	22088	35644	20.7%
2007-08	6551	8045	24371	38966	20.6%
2008-09	6557	8374	26656	41587	20.1%
2009-10	6610	9225	29326	45161	20.4%
2010-11	7135	10032	32203	49370	20.3%
2011-12	7395	10301	34740	52436	19.6%
2012-13	7536	10422	37096	55054	18.9%

Since 2004-05, Industry sector has been contributing to 20 percent on an average towards the GDP and Manufacturing sector, a sub segment of Industry sector has been contributing at an average of 15.7%. The deviation of contribution of Industry sector is between 18.9% to 20.7%, i.e. [1.8%] and whereas the fluctuation is manufacturing sector as a contribution towards Industry sector 79.9% to 75.4%, resulting in a deviation on [4.5%]. This necessitates us to dig deeper into the focus segment of this research paper that is manufacturing sector. The below graph demonstrates the fluctuations through which the manufacturing sector has been prone to.

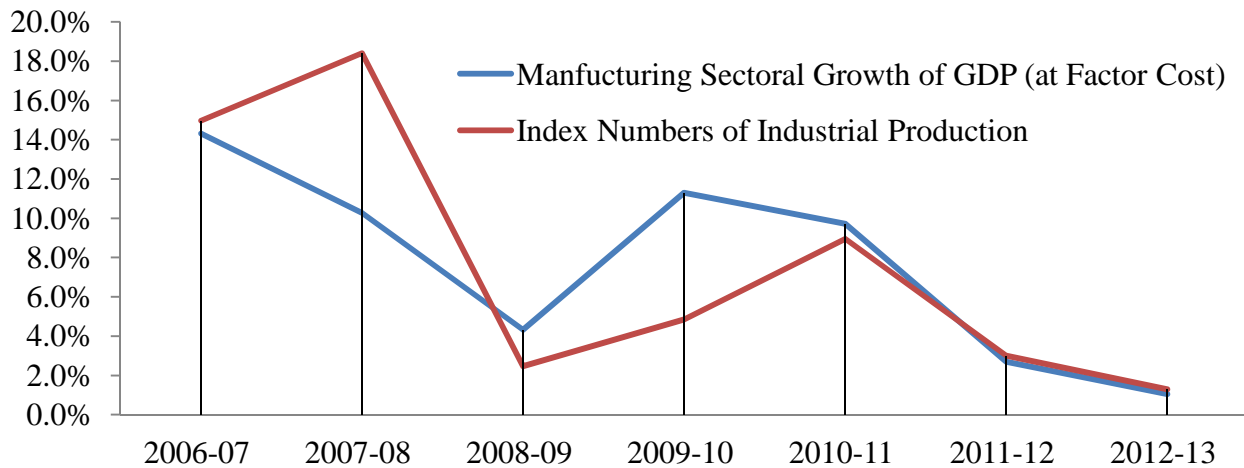


FIGURE 2.0: GROWTH IN MANUFACTURING SECTOR



The manufacturing sector is the primary driver of Industrial sector. The key success indicator for manufacturing sector’s performance is measured as an Index number of Industrial Production. The correlation between among them may be observed in the below mentioned graph. The manufacturing sector witnessed a decline in growth to 2.7 per cent in 2011-12 and 1.9 per cent in 2012-13 compared to 11.3 per cent and 9.7 per cent in 2009-10 and 2010-11, respectively. While India’s recent slowdown is partly rooted in external causes, however, domestic aspects also are important reasons for these trends. The strong post-financial-crisis stimulus led to stronger growth in 2009-10 and 2010-11. However, the boost to consumption, coupled with supply-side constraints, led to higher inflation. Monetary policy was tightened, even as external headwinds to growth increased. The consequent slowdown, especially in 2012-13, has been across the board, with no sector of the economy unaffected.

FIGURE 3.0: CORRELATION BETWEEN MANUFACTURING SECTOR’S GROWTH AND INDEX NUMBER OF INDUSTRIAL PRODUCTION



**4.0 ORGANIZATIONAL PERFORMANCE DEPENDENCE ON COUNTRY’S ECONOMY**

It is clear from the foregoing analysis that for country’ economic growth to be strong, the contribution from the industry sector, and in particular from the manufacturing sector, has to increase. The manufacturing sector’s economic performance detailed above signifies the rapidness with which the organizations in manufacturing industry across the country have to develop their strategies and initiatives year on year. Market and economic realities shall be challenging and organizations need to reciprocate by proactively being prepared with their ever evolving business priorities and changing their strategic intent by rigorously indulging in analysing various dynamics which influence the performance of the firm. This strategic intent usually incorporates stretch targets, which force companies to compete in innovative ways [Hamel, et.al.]. This intent prepares the organizations to well develop their strategies to counter external and internal forces. The urgency in which the change is accelerating in most industries, the predictability and reciprocating time span is becoming shorter. Hence, the objective of strategic intent is to predict future and analyse the probable actions into the present. Organizational objectives are required to be aligned to create value by adopting appropriate people strategies and initiatives to channelize right employee behaviours so as to ensure that the company achieves its strategic goals.

**5.0 ORGANIZATIONAL URGENCIES**

Manufacturing industries to achieve world class standards need to benchmark themselves globally on all parameters affecting its business, both external and internal influences. To achieve competitive advantage, the organization’s strategy needs to include marketing strategy, innovation, technology along with manufacturing strategy [Skinner, 1969]. Hence, in the current economic scenario, the speed at which the manufacturing companies readjust themselves which global benchmarks and India’s economic challenges assumes prominence. Prahalad and Harnel, in 1990 have stated that, the true source of competitive advantage of an organization is management’s ability to consolidate its enterprise level technologies and production capability and maturity in its skills into competencies. Skinner (1969) explained the concept of “operations priority” and its significance to align operations priority to corporate strategy. Organization objectives obtain priority when internal and external forces start impacting business rapidly.

For manufacturing sector, the dimensions of quality, quantity, cost, delivery, time, margin, operating income, marketing strategies, people strategies, value added solutions, flexibility and brand form the natural priorities. The interrelated ratios are used to evaluate firms’ performance. These obtain the speed when the external forces such as economy, competition, technology changes, environment, social dimensions, competition strategy and internal strategies, assume importance and have significant impact on organizational performance. Such of those factors which obtain velocity and amplitude influencing the organization to change its strategy to improve the response and performance of an organization to attune to external and internal challenges are termed as “Organisational urgencies”.

**6.0 DEVELOPING COMPETENCE TO COMPREHEND AND MITIGATE THESE ORGANIZATIONAL URGENCIES**

Voss (2005) propounded that there are three distinct, but inter-related, models of manufacturing strategy, namely, competing through manufacturing, strategic choice in manufacturing and best practices. These in turn may enhance or change the way it chooses to compete through manufacturing. Hence, manufacturing organizations need to strive to adopt continuous improvement techniques and ensure development of processes which will enhance their performance and develop company's competence. Companies have to embrace change and embrace an appropriate velocity map with a strategic long-range plan to balance its strengths and weaknesses with the dynamics of external market environment, opportunities and threats in order to maintain a competitive advantage in line with the organization's mission and vision. It is more important to develop a smart and clearly laid out execution strategy by instituting appropriate control mechanisms so that the company's capabilities and competitive advantage is matched to reciprocate and proactively meets the demands of its external environment and internal environment.

Michael Porter (1980, 1985) has defined three generic organizational strategies: differentiation, cost leadership, and focus, to respond to the aspects of competition and market entry barriers. Organizations need to aim superior performance after careful exploration of external and internal forces. Organizations that have value added products and services with differentiation in these offerings have better financial results, achieve better growth rate, higher customer satisfaction thereby higher market share, and as a result an improved return on investment. Organizations with such comprehensive strategy tend to outperform organizations those are solely focussed on cost to compete. Economic consistency and predictability is long gone. In such a flux - uncertainty and variability, organizational urgencies are atmost prominent for the success of organizational performance. To outperform or merely retain forward looking strategies in such tiring times, leadership and the organizations' people capability need to come to fore and they will be tested. Leaders are required to make suitable strategic, structural, financial and operational changes – and all of them need to be quick, bold and drastic. Organizational urgencies need to immediately challenge the status-quo and should be flexible for all scenarios.

Table 3.0: The focus of organizational urgencies should be:

<ul style="list-style-type: none"> <li>• Profitable growth</li> <li>• Cash generation</li> <li>• Margin improvement</li> <li>• Engaged workforce</li> <li>• Intelligence building</li> <li>• Improved operating income</li> <li>• Delivering value addition to customers</li> <li>• Product integration</li> <li>• Reduce complexity</li> <li>• Improved value to customers</li> <li>• Innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Extend international customer base</li> <li>• Operation excellence</li> <li>• Productive systems</li> <li>• Cost reduction</li> <li>• Productive work force</li> <li>• Co-engaging critical partners and stake holders</li> <li>• Execution accuracy</li> <li>• Product line simplification</li> <li>• All firsts – accurately and properly</li> <li>• Customer and product valuation</li> </ul>
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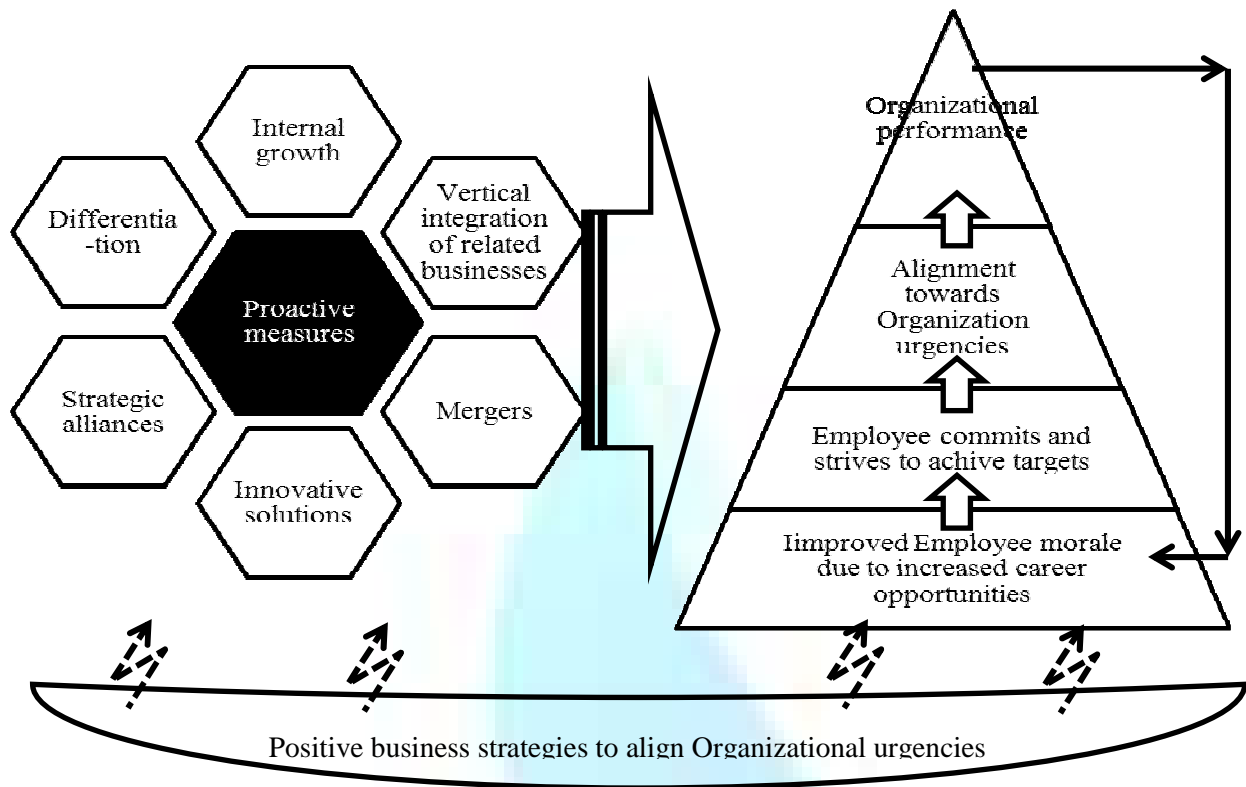
In the event of unpreparedness by the leadership during a slowdown in country's economy may bring down organization's profitability, thereby being forced to undertake reactive measures such as cost cutting, organization restructuring, exercising control on recruitment, travel and R&D etc.. This may lead to low morale of the employees. Organizations and its leadership team need to give extraordinary attention towards detailing and target achievement. Strategies will be required to be constantly nurtured and initiatives need to be scrutinized to ensure revenue, margin, operating income, costs, morale, safety, cash, exports, are at the planned levels. To ensure that the performance is at planned levels, internal and external interventions need to be undertaken.

Proactive strategic decisions will prepare the organizations well to respond to the urgencies required to be faced due to external and internal forces. It is important for successful companies to develop competence in change management and institute change initiatives while they are successful. Such organizations, which constantly endure change, develop positive orientation on all occasions even when external and internal environments challenge them. Such proactive measures depend from industry to industry. For manufacturing sector, we can generalise proactive measures that organizations adopt are, internal growth, vertical integration of related businesses, mergers, innovative solutions, differentiation and engaging in strategic alliances. These measures though driven from the top, the effectiveness is brought forward by engaged workforce. Manufacturing businesses competitive advantage vests in the competence of its technology and competence of the employees. This advantage enables to generate the profits needed to propel its growth and establish market dominance. Hence, it is essential that high performing organizations have their workforce always on high spirits and engaged.

Engaged employees demonstrate increased organization commitment, an essential element required for organizations ensure goal achievement, respond to organizational urgencies as per the desired velocity. As per Gallie et. al., organizations which have increased engagement and commitment have advantage in terms of:

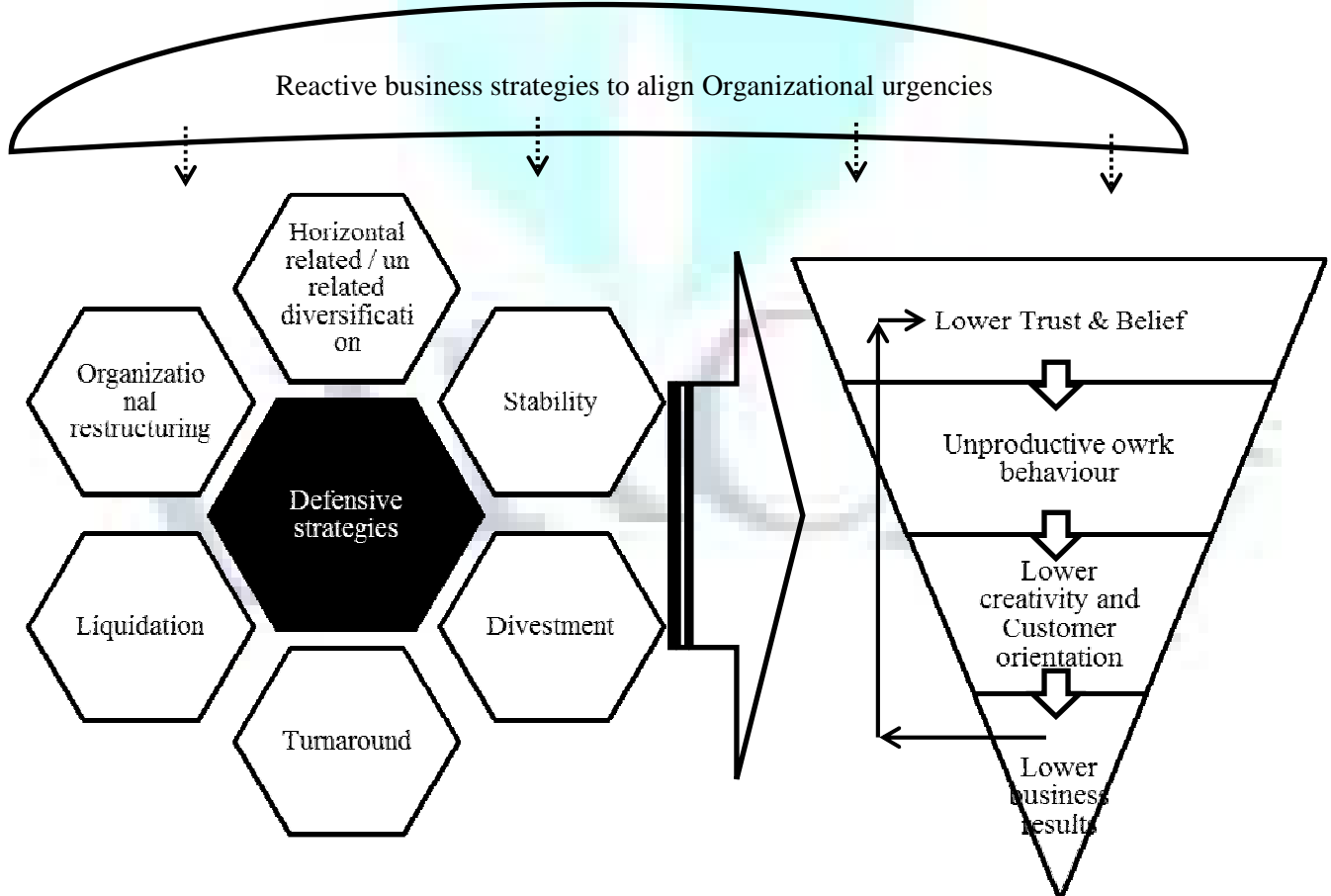
- Strive for extra beyond that is expected from employees;
- develop pride in the organization;
- desire to stay in the organization;
- have increased internalization of the values and goals of the organization;
- employees are willing to accept for role changes and demonstrate flexibility
- employees are loyal to the organization; and
- employees have higher brand perception and consider their organization as the best of all organizations.

FIGURE 4.0: INFLUENCE OF PROACTIVE BUSINESS STRATEGIES ON EMPLOYEES BEHAVIOUR



Predicting future is a challenging aspect and it is extremely difficult when an organization has no clue about the influence of external and internal environment on its organizational urgencies. Such organizations start administering reactive strategies trying to respond to the challenges. However, this further destabilizes the normal operating parameters of the organization. In such a situation, organizations need to develop change management competence and the leadership and its team needs to engage in top down strategies ensuring inter functional interventions with a focus to improve organizational performance not limiting to financial performance.

FIGURE 5.0: EFFECT OF DEFENSIVE STRATEGIES AND CORRESPONDING REACTION OF EMPLOYEE BEHAVIOUR



Reactive organizations require higher drive towards employee engagement and higher organizational commitment of its employees compared to proactive organizations. When employee behaviours do not match with the organizational urgencies, reactive organizations' performance will degenerate and the velocity of non-performance will be steeper. Reactive organizations upon facing the downward trend, start focus on negative instruments such as cost cutting measures, reducing growth investments, negative salary expenses, productivity improvement measures of restructuring etc., resulting in employee and customer dissatisfaction, which will not result in positive long-term job satisfaction. Job stability and career growth are important dimensions of organizational commitment and when these are compromised, the employees' performance star dwindling resulting in lower organization performance. The absence of engaged and committed employees, lack of proficient processes and systems, and absence of high performance-driven culture could lead to a potential collapse. Defensive strategies of organizations result in lower trust towards organization's values and reduces belief in its' leadership capability. As a result employees will not be able to use their strengths at work and: dreads going to work, has more negative than positive interactions with coworkers, treat customers poorly, tell friends that he or she works for a miserable organization, achieves less on a daily basis, has fewer positive and creative moments; in all sum total leading into lower business results and this cycle further brings doom to the organizations.

## 7.0 INFLUENCE OF SOCIAL FACTORS IN ORGANIZATION PERFORMANCE

Engaged employees are those who demonstrate high levels of commitment towards organization urgencies during all change management demands. Employee is fully absorbed and is enthusiastic about striving towards achieving higher or expected level of performance and takes positive actions to further the organization's reputation and financial results. As per Crim et. al., an organization with 'higher' employee engagement has increased probability to outperform similar organizations which have 'lower' employee engagement, if not being equal. Organizations which have higher engagement strive to create a conducive environment that can sustain employee passion, employee aspiration and leverage their talent to drive organizational performance and respond to organizational urgencies. This needs alignment of opportunity, harness individual's passion towards their natural styles to performance by enhancing awareness of individuals on their performance styles. Employee work behaviours determine organizations' performance by ensuring maximizing organizational enablers to higher performance and minimizing organizational barriers towards lower performance. Such an effort helps in channelizing employee engagement and competence to derive improved passion within individuals towards attainment of higher organizational productivity and performance.

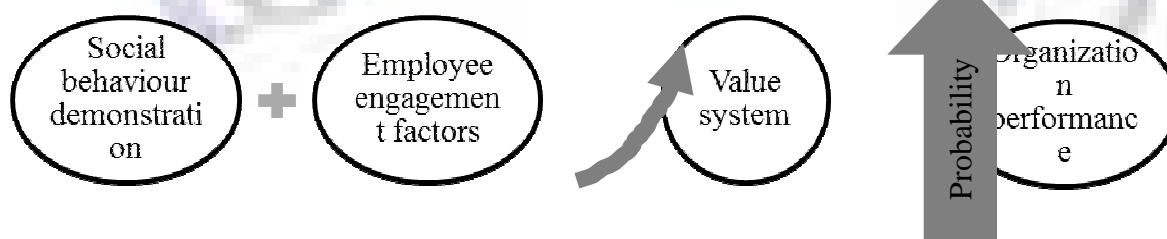
On careful examination, we may observe that employee engagement corresponds to the degree of involvement of employees towards organizational objectives, congruence of employee aspirations and commitment towards organizational urgencies and coherence to strive extra competence to exceed productivity and profitability of organizations. Organizations need to institute suitable systems and processes to cascade organizational urgencies to employees' performance expectations. For this critical linkage, the performance model of, the balanced scorecard (BSC), suggested by Kaplan & Norton may be used. BSC is effective in that as it articulates the links between leading inputs (human and physical), processes, and lagging outcomes and focuses on the importance of managing these components to achieve the organizational urgencies and organization's strategic priorities.

For long term success of higher engagement levels, it is essential to establish collective belief across the organisation, and ensure goal attainment for all levels of employees as articulated by Robinson et. al.. Further, to achieve congruence among employee engagement and organizational urgencies, there needs to be an alignment and integrating structure at employee level, department level, and business unit level and at organizational level. This entails effective collaboration of leaders, managers and employees across the enterprise. Each level need to engage emotionally and intellectually and there should be social interaction and harnessment of social matrices which endure employee engagement and organization performance. The social matrices have some characteristics:

- organizational plans are bottom up
- feel the shared vision of the organization as their personal growth aspiration
- employees exercise control on resources, suggest appropriate processes, methods, working conditions and work schedules
- employees trust leadership and develop open channels of communication
- decision is taking at the operating level
- employees deliberate with their managers in transparent and with trusteeship establishing targets and accountabilities in line with the organizational urgencies and priorities
- leaders entrust critical initiatives to employees to champion effective performance
- collaborative learning, execution and matrix organizing skills are encouraged
- employees actively engage in organizational and leadership feedback and also are open for peer and 360 degree feedback and external feedback incl. from customers and other stake holders.
- employees establish high-quality relationship and have more positive attitudes, intentions, and behaviours.

The above key social aspects of the employees cannot be ignored when organizations undertake change management initiatives to meet the organizational urgencies. Organizations are integral part of country's economy and country's social structure. Manufacturing organizations are microcosm of society. Just like society is a composite of human beings influenced by culture, convenience, climate, economic, political circumstances, religion beliefs and classified based on occupation, organizations too are a composition of humans, classified based on roles and responsibilities, grouped together for a common purpose and is susceptible to all the influences which a society is put-to. Employees in an organization carry forward their citizen social behaviour. These citizen social behaviours are influenced by the socio-politico-economic influences before and during employment in an organization. It is hence essential that managers attune the expected social behaviours of employees towards the organizational expected behaviours. Humans are organic and social. Organic because of biological aspects and social because employees (humans) derive existence and alliances in an organization by configuring themselves based on the values, cultures, aspirations, ethics, principles of conduct, expected work behaviours, organization form and organization's goals. This nature of employees brings forth the social aspects at business activity. Social behaviours can be classified as those behaviours which employees crave naturally or otherwise to bring forth their ability of doing extra despite as expectedly or un-expectedly by the organization, so as to enhance their social existence or satisfying their social desirous competence, which come forth on the circumstance of need being influenced by the factors in the society or in an organization. These social behaviours may be voluntary behaviours of an individual or behaviours as expected by the organization.

FIGURE 6.0: SOCIAL BEHAVIOUR AND ITS IMPACT



Hence, when these social behaviours are rightfully channelized towards organizational urgencies, the performance of the organization enhances beyond the contributory elements of employee engagement. Social behaviours channelization and harnessing employee engagement factors will help build improved organizational culture and value system of an organization. When all these coherent forces are aligned, the probability of organization performance improvement is high.

**8.0 SOCIAL FACTORS AND SOCIAL COHESION COMPENDIUM MATRICES**

Employee engagement factors are a subset of social matrices. Cohen and Syme, 1985 have defined social support as resources provided by colleagues and other persons and Cobb, 1976 has added care and love. There is further need to augment these social factors, and hence there is a requirement to handle critical social needs of: employee care, self-esteem, being valued, employee well-being, being involved, welfare, being integrated, value diversity, autonomy and considered being included. These factors are defined as ‘employee social cohesion matrices (eSCM)’ as these factors more comprehensively encompasses employees’ shared adoption of organization’s values and are emotionally aligned towards attaining organizational urgencies and enhances employees’ ‘fulfillment’. ‘Social Fulfillment index’ (SFi) is a factor of employees’ social cohesion matrices and employee engagement drivers are sub set of social cohesion matrices.

**TABLE 4.0: SOCIAL FULFILLMENT INDEX (SFi)**

Social Fulfillment Index = f (Social Cohesion matrices) and Employee social cohesion matrices = f ( Engagement Drivers)		
Engagement Drivers		Social Cohesion Matrices
Advocacy	a1	Autonomy
Loyalty	a2	Care
Strive	a3	Collaboration
	a4	Inclusion
	a5	Integrated
	a6	Self esteem
	a7	Support
	a8	Trust
	a9	Valued
	a10	Well being
		Engagement Drivers
	b1	Advocacy
	b2	Loyalty
	b3	Strive

The social cohesion matrices typically are tacit in nature and reside as emotional and rational ability. These cohesion matrices are best demonstrated when organizations call upon the employees to voluntarily act and respond to organizational urgencies for the improved performance and to weather off the challenges in general. The velocity-ability of such social cohesion matrices determines the strength of the organisation.

**9.0 EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE**

To reinforce the arguments mentioned earlier that employee engagement is a significant element in responding to organizational urgencies and considering the fact that we are correlating the comprehensiveness of Indian economy - Manufacturing sector performance with that of employee engagement, the author has chosen two of the India’s Best employers who have consistently been listed in the Aon Hewitt study of Best employers in India.

**TABLE 5.0: CASE OF TWO BEST EMPLOYERS – COMBINED FINANCIAL PERFORMANCE**

Best Employers Performance ***	FY 2013	FY 2012	FY 2011	FY 2010	FY 2009	FY 2008
Revenue	53,933	51,300	43,956	37,924	33,047	34,570
Operating Income (EBIT)	7,827	7,196	5,517	4,475	2,879	3,048
Revenue growth	5%	17%	16%	15%	-4%	
% Operating Income (EBIT)	14.5%	14.0%	12.6%	11.8%	8.7%	8.8%
Operating Income growth (EBIT)	9%	30%	23%	55%	-6%	

\*\*\* Combined Annual reports of Hindustan Unilever and Aditya Birla group

Based on the above data, the Indian economy in terms of sector contribution on GDP; Base: 2004-05, studied in earlier part of this paper and the growth in manufacturing sector is mapped with the employee engagement study for the financial years of FY 2011 and FY 2013 is correlated. The details are reproduced below:

**TABLE 6.0: CASE OF TWO BEST EMPLOYERS’ EMPLOYEE ENGAGEMENT DETAILS**

Best employers' Engagement	FY 2013 *	FY 2011 **
Strive	76%	81%
Loyalty	68%	67%
Advocacy	86%	84%
Overall Engagement Index *, **	76%	77%

\* source: India Human Capital Scan, Best Employers 2.0 India Study, 2013; \*\* source: Aon Hewitt Best Employers Market Insights Report India 2011; Aon Hewitt Best Employers in India 2011 Press Release May 05 2011, 2009 - top 25

Employee engagement and employee social fulfilment are processes which include building trust, inclusion, values, and many such aspects mentioned earlier in this paper. Hence, while studying the employee engagement and employee social index it is thought appropriate to consider a period for study, referred as cumulative effect, which consolidates the organizations’ performance for the current and preceding year. For continued reference, the same two companies are considered for the hypothesis testing.

**TABLE 7.0: EMPLOYEE ENGAGEMENT MAPPED WITH FINANCIAL PERFORMANCE FOR A CASE OF TWO BEST EMPLOYERS IN STUDY**

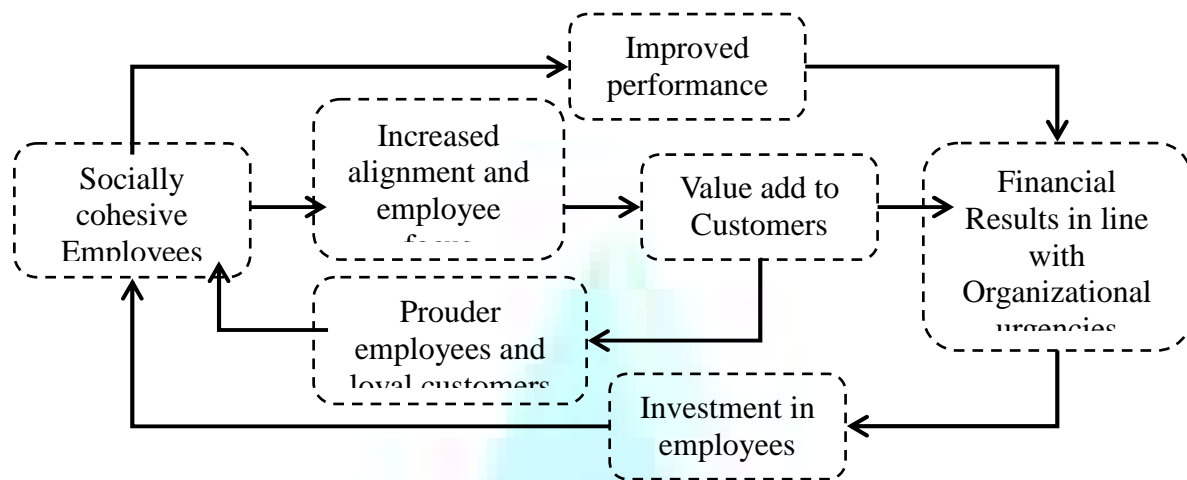
Dimension (cumulative effect) **	FY 2011	FY 2013	Variance
Overall Engagement Index	77%	76%	-1%
Revenue growth	15%	2%	-88%
Profitability improvement	106%	103%	-3%
Growth in Manufacturing sector (India)	2.7%	1.0%	-61%

\*\* case of 2 Best employers in India [a FMCG Manufacturing US MNC, a Multi-product India MNC with Manufacturing as key base] in the context.

During the economic recession and awful performance of Indian manufacturing sector, while organizations focus on various strategies, the primary of them would be innovation, cost reduction, improved cash management and higher profitability. Profitability here is considered as earnings before interest and tax as a percentage of revenue. From the table above, we can clearly note that all the factors have underperformed. The impact of Indian manufacturing sector non-performance has certainly impacted the revenue growth of these manufacturing multi-national and best employers in India. However, there is a clear evidence

that these organizations have certainly focussed on improved profitability – by improved cost management or better marketing strategies, which resulted in lesser impact on profitability in financial terms. With this we can derive that employee engagement is a critical element in ensuring success on organizational urgencies.

FIGURE 7.0: BLOCK DIAGRAM FOR SUCCESS ON ORGANIZATIONAL URGENCIES



**10.0 SOCIAL FULFILMENT INDEX AND ITS IMPACT ON ORGANIZATIONAL URGENCIES**

Social fulfillment index (SFI) is a comprehensive indicator and is a lead factor which predicts the employee behaviours and their collaborative alignment in organizations. Hence, SFI helps organizations to work on their strategies to ensure appropriate organizational performance.

*Methodology:* To test this hypothesis regarding the ‘Social Fulfillment index (SFI)’, a set of 57 questions in FY 2013 have been administered in an organization. n = number of exclusive questions asked per metric.

Metric	n	Metric	n	Metric	n
Autonomy	1	Care	4	Well being	6
Support	2	Integrated	4	Valued	7
Advocacy	2	Collaboration	5	Inclusion	8
Loyalty	2	Self esteem	5	Trust	9
Strive	2				

These questions were administered in a leading multi-national company in the year 2011 and 2013. However, in the year 2011, the number of social metric questions was limited, which are parts of the above listed metrics forms the limitation to this hypothesis. Nevertheless the significant population being administered strengthens the research. In total 754 employees across the organization were invited to participate in the survey in FY 2013. Overall, 705 responded to the survey out of a total of 754. Survey participants were sent an email with a unique user name and password to access the survey. Employees responded to survey questions using a six-point scale (1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Slightly Agree, 5=Agree, 6=Strongly Agree). In FY 2011, the response was obtained from 294 employees and the administering process was same.

*Measure:* The overall employee engagement index is arrived based on 6 questions based on the drivers of Strive, loyalty and advocacy. Strive is the extra-mile which an engaged employee puts forth in contributing to the success of organizational urgency. Loyalty is the desire to stay and advocacy is the positive promotion of organization reputation. The measurement analysis is based on the respondents who have chosen ‘Strongly Agree’ (6) or ‘Agree’ (5) on a particular question.

TABLE 8.0: EMPLOYEE ENGAGEMENT DRIVERS OF A MANUFACTURING MNC – A CASE IN STUDY

Engagement factors of a Manufacturing MNC referred as ‘MFG MNC’	FY 2013 *	FY 2011 **
N (population studied)	705	294
Strive	80%	78%
Loyalty	66%	69%
Advocacy	83%	76%
Overall Engagement Index	76%	69%

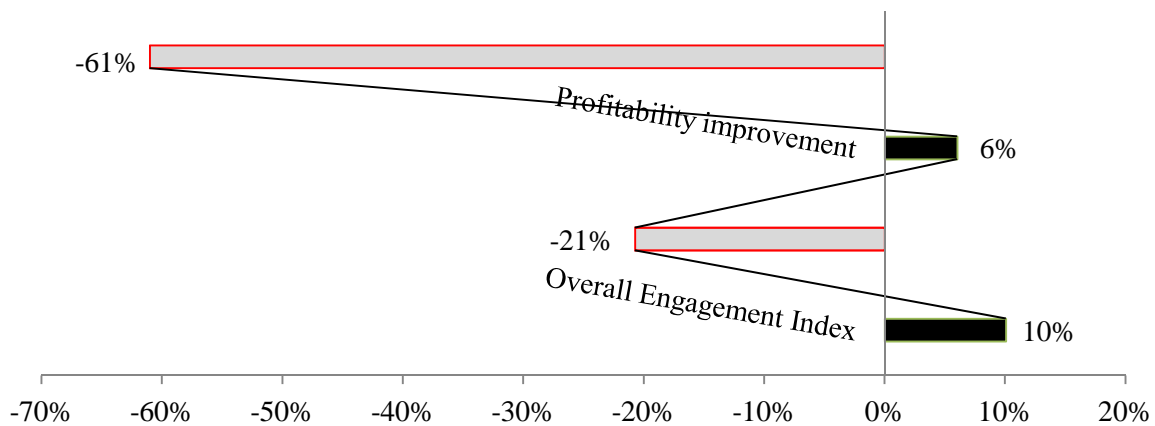
\* Source: India Human Capital Scan, Best Employers 2.0 India Study, 2013

This organization in this case, a leading manufacturing multi-national company in its segment and is referred as ‘MFG MNC’ had to face challenges both external and internal. External in terms of economic and market challenges and internal in terms of having new leadership at management committee level and at the next levels. The company has prudently undertaken certain strategies not limiting those as narrated below:

External	Internal	Social Instruments
<ul style="list-style-type: none"> <li>Differentiation</li> <li>Adding Value</li> <li>Profitable growth</li> <li>Sustainability platform</li> <li>Customer engagement</li> <li>Out-side in</li> <li>Productivity improvement for customers</li> <li>Valued vendor management</li> <li>Profitability engagement program for customers</li> <li>External benchmarks</li> <li>Expert engagement</li> </ul>	<ul style="list-style-type: none"> <li>Bottom line orientation</li> <li>Bench marking</li> <li>Cost reduction</li> <li>Margin growth</li> <li>Safety</li> <li>Increasing operational efficiency</li> <li>Using information technology</li> <li>Ability to customize services/products</li> <li>Automation</li> <li>Training</li> <li>Competence building – technical and behaviours</li> <li>Improved talent management focus</li> <li>Action learning programs</li> <li>Operational excellence</li> </ul>	<ul style="list-style-type: none"> <li>Engaged workforce</li> <li>Communication</li> <li>Matrix structure</li> <li>Business reviews</li> <li>Autonomy</li> <li>Decentralization</li> <li>Skills upgrading/training of workers</li> </ul>

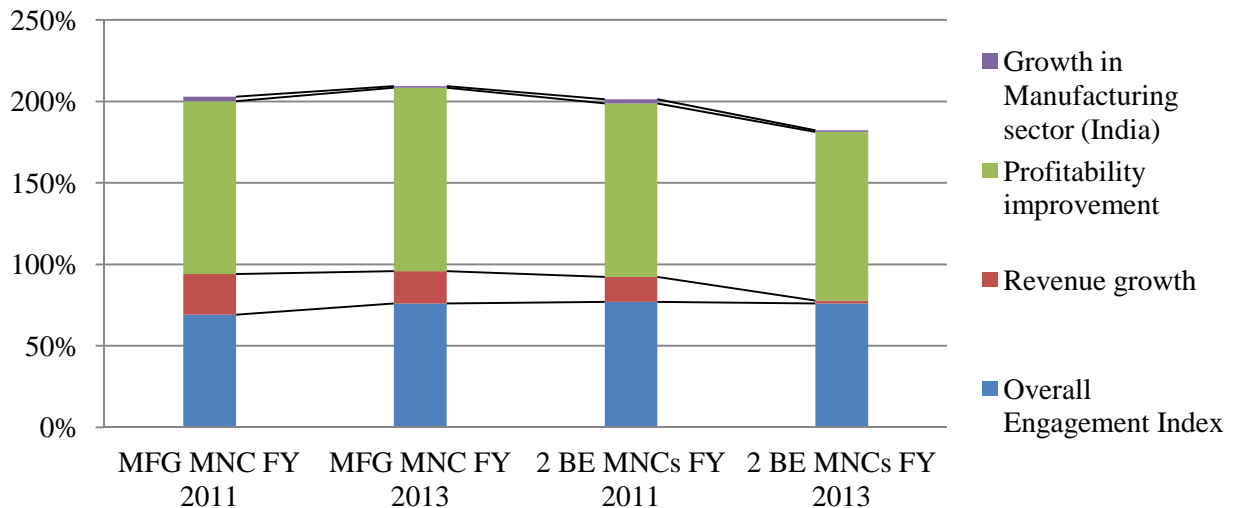
As a result, when we study the overall employee engagement index (OEI) and with the similar financial performance ratios, we see a healthy trend as compared to the two organizations studied earlier.

FIGURE 8.0: VARIANCE ANALYSIS OF FINANCIAL PERFORMANCE AND OEI OF A MFG MNC



Since the MFG MNC has similar trends and is likely to have been affected, a comparison with other two MNCs is done.

FIGURE 9.0: TREND ANALYSIS OF MFG MNC WITH TWO BEST EMPLOYERS – EMPLOYEE ENGAGEMENT AND FINANCIAL PERFORMANCES



This is quite an interesting aspect to review, as the external environment for all the three organizations is almost similar and the overall engagement index (OEI) in FY 2013 is also same. A dig deeper into the analysis of influence of social fulfilment index (SFI), we are able to demystify the success. Population = N = 705 and n = number of question elements within a dimension.

TABLE 9.0: SOCIAL FULFILMENT INDEX AND EMPLOYEE ENGAGEMENT INDEX

Metrics	n	index as %
<b>Social dimensions</b>	<b>51</b>	<b>80%</b>
• Autonomy	1	90%
• Care	4	80%
• Collaboration	5	82%
• Inclusion	8	79%
• Integrated	4	77%
• Self esteem	5	84%
• Support	2	76%
• Trust	9	80%
• Valued	7	77%
• Well being	6	78%
<b>Engagement dimensions</b>	<b>6</b>	<b>75%</b>
• Advocacy	2	83%
• Loyalty	2	66%
• Strive	2	80%

*n = number of questions asked for the dimension*

Overall Engagement index - OEi	75%
Social Fulfilment index - SFi	79%

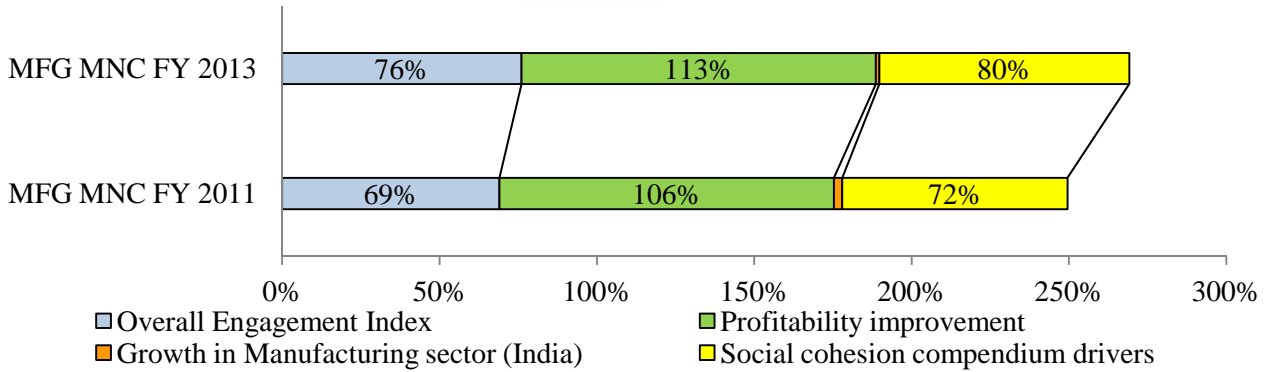
It may be observed that the social fulfilment index is significantly higher OEI (significant is when the relative difference is +/- 2%). Hypothesis is further studied when we compared the similar dimensions in FY 2011 and FY 2013 to understand the response trend. However, in FY 2011, only 18 questions were administered to a sample population of 294 employees, which was later augmented to 56 questions administered to a sample population of 705 employees in FY 2013. All these social dimensions need not matter equally to every employee. The reciprocation to the organizational urgencies and initiatives can be observed for a period of 4 years span of financial performance as a function of external environment and internal employee engagement.

TABLE 10.0: VARIANCE ANALYSIS OF SOCIAL COHESION COMPENDIUM METRICS

Dimension (cumulative effect) **	MFG MNC FY 2011	MFG MNC FY 2013	Variance
Overall Engagement Index	69%	76%	10%
Profitability improvement	106%	113%	6%
Growth in Manufacturing sector (India)	3%	1%	-61%
Social cohesion compendium metrics	72%	80%	11%

This provides a realistic fact that organizations have fiscal advantage when the social fulfilment index is higher as it not only increases the probability of improved performance, reduces the risk of non-performance but also accelerates the velocity towards achieving organizational urgencies. Social fulfilment index bonds the employees greater towards organization for ensuring effective administration and ensuring efficient operations. Also, the SFI enables the organization to better prepare for the future challenges and opportunities.

FIGURE 10.0: TREND ANALYSIS OF MFG MNC – SFI AND EFI AND FINANCIAL PERFORMANCES



**11.0 CONCLUSION**

As global economies keep fluctuation, country’s economy will always change. This will impact organizations and they would be under increasing pressure to maintain their performance and shareholder value. Organizations, before they undertake reactive actions and defensive strategies, the first task of proactive measures are undertaken. Successful organizations are built by employees. For them to strive and thrive, they need to understand to manage and maintain their own performance in line with the company’s objectives and priorities. This would help organizations to wade through the rough tide, organizations with higher engagement levels and having higher social fulfilment index have increased ability and capability to build competitive advantage to establish and undertake forward looking actions to improve the financial performance by means of bonding the employees greater towards effective administration and ensuring efficient operations thereby accelerating towards achieving organizational urgencies.

The freshness and rarity of concept of social fulfilment at workplace and its alignment with organizational urgencies to date, we have purposely reserved the approach of this particular article more empirical, exploratory and conceptual. The above research can further be enhanced by introspection of demographics – age, tenure, pay grade and bring in performance management measures and business unit wise response within an organisation. The concept of social fulfilment is in the evolving stage and we have brought forth certain critical aspects in this short article with a hope for further developmental work on this topic.

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