

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

I  
J  
R  
C  
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

*Indexed & Listed at:*

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar, Indian Citation Index (ICI), J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.)].

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 (2012) & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 7144 Cities in 197 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	<p style="text-align: center;"><b>MEASUREMENT OF DECENT WORK PROVISION IN HARYANA USING PLFS DATA</b></p> <p style="text-align: center;"><i>KANTA &amp; Dr. ASHOK CHAUHAN</i></p>	1
2.	<p style="text-align: center;"><b>LITERATURE REVIEW ON EMPLOYEE AND CUSTOMER ENGAGEMENT, AND ITS IMPACT ON ORGANIZATION'S FINANCIAL PERFORMANCE</b></p> <p style="text-align: center;"><i>Dr. ARUNA ADARSH</i></p>	5
	<b>REQUEST FOR FEEDBACK &amp; DISCLAIMER</b>	13

**FOUNDER PATRON****Late Sh. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana  
Former Vice-President, Dadri Education Society, Charkhi Dadri  
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

**CO-ORDINATOR****Dr. BHAVET**

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

**ADVISOR****Prof. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

**EDITOR****Dr. NAWAB ALI KHAN**

Professor & Dean, Faculty of Commerce, Aligarh Muslim University, Aligarh, U.P.

**CO-EDITOR****Dr. G. BRINDHA**

Professor & Head, Dr.M.G.R. Educational & Research Institute (Deemed to be University), Chennai

**EDITORIAL ADVISORY BOARD****Dr. TEGUH WIDODO**

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Indonesia

**Dr. M. S. SENAM RAJU**

Professor, School of Management Studies, I.G.N.O.U., New Delhi

**Dr. JOSÉ G. VARGAS-HERNÁNDEZ**

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

**Dr. CHRISTIAN EHIOBUCHÉ**

Professor of Global Business/Management, Larry L Luing School of Business, Berkeley College, USA

**Dr. SIKANDER KUMAR**

Vice Chancellor, Himachal Pradesh University, Shimla, Himachal Pradesh

**Dr. BOYINA RUPINI**

Director, School of ITS, Indira Gandhi National Open University, New Delhi

**Dr. MIKE AMUHAYA IRAVO**

Principal, Jomo Kenyatta University of Agriculture & Tech., Westlands Campus, Nairobi-Kenya

**Dr. SANJIV MITTAL**

Professor & Dean, University School of Management Studies, GGS Indraprastha University, Delhi

**Dr. D. S. CHAUBEY**

Professor & Dean (Research & Studies), Uttaranchal University, Dehradun

**Dr. A SAJEEVAN RAO**

Professor & Director, Accurate Institute of Advanced Management, Greater Noida

**Dr. NEPOMUCENO TIU**

Chief Librarian & Professor, Lyceum of the Philippines University, Laguna, Philippines

**Dr. RAJENDER GUPTA**

Convener, Board of Studies in Economics, University of Jammu, Jammu

**Dr. KAUP MOHAMED**

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

**Dr. DHANANJOY RAKSHIT**

Dean, Faculty Council of PG Studies in Commerce and Professor & Head, Department of Commerce, Sidho-Kanho-Birsha University, Purulia

**Dr. SHIB SHANKAR ROY**

Professor, Department of Marketing, University of Rajshahi, Rajshahi, Bangladesh

**Dr. S. P. TIWARI**

Head, Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

**Dr. SRINIVAS MADISHETTI**

Professor, School of Business, Mzumbe University, Tanzania

**Dr. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engg. & Tech., Amity University, Noida

**Dr. ARAMIDE OLUFEMI KUNLE**

Dean, Department of General Studies, The Polytechnic, Ibadan, Nigeria

**Dr. ANIL CHANDHOK**

Professor, University School of Business, Chandigarh University, Gharuan

**RODRECK CHIRAU**

Associate Professor, Botho University, Francistown, Botswana

**Dr. OKAN VELI ŞAFAKLI**

Professor & Dean, European University of Lefke, Lefke, Cyprus

**PARVEEN KHURANA**

Associate Professor, Mukand Lal National College, Yamuna Nagar

**Dr. KEVIN LOW LOCK TENG**

Associate Professor, Deputy Dean, Universiti Tunku Abdul Rahman, Kampar, Perak, Malaysia

**Dr. BORIS MILOVIC**

Associate Professor, Faculty of Sport, Union Nikola Tesla University, Belgrade, Serbia

**SHASHI KHURANA**

Associate Professor, S. M. S. Khalsa Lubana Girls College, Barara, Ambala

**Dr. IQBAL THONSE HAWALDAR**

Associate Professor, College of Business Administration, Kingdom University, Bahrain

**Dr. DEEPANJANA VARSHNEY**

Associate Professor, Department of Business Administration, King Abdulaziz University, Saudi Arabia

**Dr. MOHENDER KUMAR GUPTA**

Associate Professor, Government College, Hodal

**Dr. BIEMBA MALITI**

Associate Professor, School of Business, The Copperbelt University, Main Campus, Zambia

**Dr. ALEXANDER MOSESOV**

Associate Professor, Kazakh-British Technical University (KBTU), Almaty, Kazakhstan

**Dr. VIVEK CHAWLA**

Associate Professor, Kurukshetra University, Kurukshetra

**Dr. FERIT ÖLÇER**

Professor & Head of Division of Management & Organization, Department of Business Administration, Faculty of Economics & Business Administration Sciences, Mustafa Kemal University, Turkey

**Dr. ASHOK KUMAR CHAUHAN**

Reader, Department of Economics, Kurukshetra University, Kurukshetra

**Dr. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

**YU-BING WANG**

Faculty, department of Marketing, Feng Chia University, Taichung, Taiwan

**Dr. SAMBHAVNA**

Faculty, I.I.T.M., Delhi

**Dr. KIARASH JAHANPOUR**

Dean of Technology Management Faculty, Farabi Institute of Higher Education, Karaj, Alborz, I.R. Iran

**Dr. TITUS AMODU UMORU**

Professor, Kwara State University, Kwara State, Nigeria

**Dr. SHIVAKUMAR DEENE**

Faculty, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

**Dr. BHAVET**

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

**Dr. THAMPOE MANAGALESWARAN**

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

**Dr. VIKAS CHOUDHARY**

Faculty, N.I.T. (University), Kurukshetra

**SURAJ GAUDEL**

BBA Program Coordinator, LA GRANDEE International College, Simalchaur - 8, Pokhara, Nepal

**Dr. DILIP KUMAR JHA**

Faculty, Department of Economics, Guru Ghasidas Vishwavidyalaya, Bilaspur

***FORMER TECHNICAL ADVISOR***

**AMITA**

***FINANCIAL ADVISOR***

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

***LEGAL ADVISORS***

**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

**CHANDER BHUSHAN SHARMA**

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

***SUPERINTENDENT***

**SURENDER KUMAR POONIA**

## **CALL FOR MANUSCRIPTS**

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

## **GUIDELINES FOR SUBMISSION OF MANUSCRIPT**

### 1. **COVERING LETTER FOR SUBMISSION:**

DATED: \_\_\_\_\_

**THE EDITOR**

IJRCM

**Subject:** SUBMISSION OF MANUSCRIPT IN THE AREA OF \_\_\_\_\_.

**(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)**

**DEAR SIR/MADAM**

Please find my submission of manuscript titled ' \_\_\_\_\_ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

**NAME OF CORRESPONDING AUTHOR** :

Designation/Post\* :

Institution/College/University with full address & Pin Code :

Residential address with Pin Code :

Mobile Number (s) with country ISD code :

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :

Landline Number (s) with country ISD code :

E-mail Address :

Alternate E-mail Address :

Nationality :

\* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation etc. **The qualification of author is not acceptable for the purpose.**

**NOTES:**

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf version is liable to be rejected without any consideration.**
  - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**  
**New Manuscript for Review in the area of** (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
  - c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
  - d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
  - e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
  - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
  - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised**.
  3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
  4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
  5. **ABSTRACT:** Abstract should be in **fully Italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA. Abbreviations must be mentioned in full.**
  6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
  7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at [www.aea-web.org/econlit/jelCodes.php](http://www.aea-web.org/econlit/jelCodes.php). However, mentioning of JEL Code is not mandatory.
  8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER. It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
  9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
  10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
  11. **MAIN TEXT:**

**THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:****INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS. But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** *It should be ensured that the tables/figures are referred to from the main text.*
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
  - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
  - Use (ed.) for one editor, and (ed.s) for multiple editors.
  - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
  - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
  - The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
  - For titles in a language other than English, provide an English translation in parenthesis.
  - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders before the references.

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**

**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

**CONTRIBUTIONS TO BOOKS**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**JOURNAL AND OTHER ARTICLES**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

**UNPUBLISHED DISSERTATIONS**

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

**ONLINE RESOURCES**

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

**WEBSITES**

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>



**MEASUREMENT OF DECENT WORK PROVISION IN HARYANA USING PLFS DATA****KANTA****Ph. D. RESEARCH SCHOLAR  
DEPARTMENT OF ECONOMICS  
KURUKSHETRA UNIVERSITY  
KURUKSHETRA****Dr. ASHOK CHAUHAN  
PROFESSOR****DEPARTMENT OF ECONOMICS  
KURUKSHETRA UNIVERSITY  
KURUKSHETRA****ABSTRACT**

*The provision of decent work can influence the family labour supply decisions and thus may improve the employment scenario. The present paper is an attempt to measure the decent work provision status in Haryana using Periodic Labour Force Survey (PLFS) July 2019 – June 2020 data. The decency of work has been across the districts of Haryana has been measured using a Decent Work Index based upon eight variables namely – location of workplace, enterprise type, number of workers in the enterprise, type of job contract, social security benefits, regular job status, average wage earnings and hours actually worked. The Decent Work Gap Index and Decent Work Earnings Gaps have also been measured. The study is mainly descriptive-analytical in nature. The absence of written contracts between employers & employees, social security benefits, large unorganised sector and low wages are main reasons of the poor decent work provision in Haryana.*

**KEYWORDS**

decent work

**JEL CODE**

J38

**INTRODUCTION AND BRIEF REVIEW OF LITERATURE**

The United Nations Economic and Social Council defines “decent work” as employment that “respects the fundamental rights of the human person as well as the rights of workers in terms of conditions of work safety and remuneration respect for the physical and mental integrity of the worker in the exercise of his/her employment”.<sup>1</sup>

Decent work is applied to both the formal and informal sector. Decent work involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organise and participate in the decisions that affects their lives and equality of opportunity and treatment for all women and men. The decent work agenda was developed in 1999 by the International Labour Organization around four pillars: employment creation, rights at work, social protection and social dialogue. It has achieved high-level international endorsement, first in 2008, when it was included in the Millennium Development Goals under MDG-1, and later as part of the 2030 agenda for sustainable development and the accompanying Sustainable Development Goals, where it is specifically included in SDG-8: Promote sustained, inclusive and productive employment and decent work for all.

The sustainable development goals (SDGs) aim to encourage sustained economic growth by achieving higher levels of productivity and through technological innovation. Promoting policies that encourage entrepreneurship and job creation are key to this, as are effective measures to eradicate forced labour, slavery and human trafficking. With these targets in mind, the goal is to achieve full and productive employment, and decent work, for all women and men by 2030. Decent work is one of 17 global goals that make up the 2030 agenda for sustainable development. An integrated approach is crucial for progress across the multiple goals.<sup>2</sup> Chen et. al. (2006)<sup>3</sup> focused attention on growing challenge of decent work for the working poor in the informal economy. The authors suggested that attention should be paid to the differential location of the working poor for both women and men in multi-segmented labour markets in developing nations. They further argued that there is a need to reorient economic policies to promote decent employment in order to reduce poverty and rethink economic models of labour markets to both male and female informal workers.

Kantor et al. (2006)<sup>4</sup> made an attempt to measure the availability of decent work in informal economy among males and females in informal economy of Surat in Gujarat. The authors found prevalence of deficit in the supply of decent work which was manifested in inadequate earnings of the informal workers. Further, structural insecurities had increased among informal workers on account of the poor working conditions in decent work particularly in case of female employees. The study has suggested various measures as improvements in pay levels, regulation of working hours and provision of training of workers especially female workers.

Jhabvala (2005)<sup>5</sup> study felt the need for implement social security measured for the protection of rights and welfare of about 93 per cent of the total workforce in India. It has been increasingly recognized that there is a need to do something for the informal workers so as to enable them to have access to minimum level of protection. The proposed Unorganized Workers Bill may provide the social security to a large category of workers in the informal sector and even those who may not be directly governed by an employer-employee contract.

Sakthivel and Joddar (2006)<sup>6</sup> analysed the trends, patterns and social security coverage in the unorganized sector of India and indicated that 92 per cent of the workforce was employed unorganized segment with entire farm sector was falling under the informal category except crop plantation. The study observed decline in the share of informal sector is declined with in the unorganized while, remained stagnate in case of agricultural sector. The study further revealed that the coverage of social security schemes has remained extremely sparse among the economically and socially vulnerable section. As far as the social security schemes were concerned, 85 percent workers from non-farm sector belonged to the categories of scheduled castes and OBCs did not enjoy any social security benefits, while, the corresponding figures were 75 percent in case of non-scheduled castes.

Ali (2000)<sup>7</sup> studied quality of working life amongst young employees in Air India with special reference to life and job satisfaction. Out of the various physical and psychological reasons working conditions, pride in organization, job earned community respect, sensible working hours, etc. are positively correlated with job satisfaction than friendship with colleagues, better work location, physical and mental strain, variety of skills and risks of injury etc. Research also indicates that strong family bonding and rural background are more positively correlated with life and job satisfaction. Expectations and aspirations of young employees affect the quality of working life.

The brief review of literature indicates that it is extremely important to generate decent work to eradicate poverty & improve standards of living so that the productive forces gain a momentum.

**RATIONAL OF THE STUDY**

It can be observed that in Haryana a large number of migratory workers from Uttar Pradesh, Bihar, Rajasthan & Madhya Pradesh, are working in low and jobs in agricultural manufacturing, trade, hotels, and retailing. The low labour force participation rate (40.1%) in Haryana can be attributed to lack of availability of decent work opportunities for the local youth. So, on one hand Haryana is providing employment to youth of other states and on the other hand local youth of Haryana are waiting for the employment as we observed high unemployment rate of 28.9 %. It can be deduced that the state of Haryana is facing serious deficit of decent work.

Haryana is a landlocked state in northern India one of the 29 states in India. It is bordered by Punjab and Himachal Pradesh to the north, and by Rajasthan to the west and south. Haryana surrounds the country's capital Delhi on three sides, forming the northern, western and southern borders of Delhi. Consequently, a large area of south Haryana is included in the National Capital Region for purposes of planning for development. As of 2011 census of India, the state is eighteenth largest by population with a GDP of Haryana is 5.72 lakh crore in 2019 - 2020.<sup>8</sup>

Haryana is one of the most economically developed regions in South Asia. Total Employed persons in Haryana have been found 73.7 lakhs with high unemployment rate of 22.89 %. The LFPR and employment rates can be increased by creating decent work job opportunities particularly for the educated youth of Haryana. For this a careful planning and targeted strategies are required in organized & unorganized and public & private sectors.

The present paper focuses on the measurement of decent work gap in districts of Haryana.

**THE METHODOLOGY USED**

The main objective of the study is to measure the Decent Work Index (DWI) for Haryana using Periodic Labour Force Survey (PLFS) July 2019 – June 2020 data. The index has been computed using eight variables, namely – location of workplace (LW), enterprise type (ET), number of workers in the enterprise (NW), type of job contract (JC), social security benefits (SSB), regular job status (RJS), average wage earning (AWE) and hours actually worked (HAW).

The data has been downloaded from the website of “Ministry of Statistics and Programme Implementation, Government of India”.

In the downloaded pdf, there were four data files (two files for household level and two files for persons level) for each of four quarters (July 2019 – June 2020). The details of data layout are given in a separate file.

In this paper, only the person level data for first visit (available in Per.v1) has been used. The total number of records at person level for all India were 4,18,297.

The data files available in text format and with their respective variable's names were decoded. So, it was tough to understand. For understand the data, text data file was decoded. For Haryana state (code 06) 2882 records were extracted which can be treated as the sample size of the paper. An excel sheet with 57 columns (out of total 129) has been prepared using PLFS data to cover all eight variables used for developing the Decent Work Index as discussed further. Total 129 columns in the PLFS file have been given in the Appendix A.

In this paper, the DWI is gives equal weightage to all the eight variables. A person has been considered decent worker if the condition according to the chosen variable is fulfilled for every yes/no a score 1/0 has been assigned. The safe work environment is the first condition.

In this paper, the location of workplace has been used as proxy for safe work environment. A person has not been considered decent worker if the workplace is in rural areas and is located in on dwelling unit, employer's dwelling unit, others, open area adjacent to own dwelling unit, others, no fixed workplace.

A person has been considered decent worker if the workplace is in rural areas and located in structure attached to own dwelling unit, open area adjacent to own dwelling unit, detached structure adjacent to own dwelling unit, own enterprise/unit/office/shop but away from own dwelling, employer's enterprise/unit/office/shop but outside employer's dwelling, street with fixed location, construction site, workplace in urban areas and located in: own dwelling unit, structure attached to own dwelling unit, detached structure adjacent to own dwelling unit, own enterprise/unit/office/shop but away from own dwelling, employer's dwelling unit, employer's enterprise/unit/office/shop but outside employer's dwelling, street with fixed location, construction site.

The essential condition for decent work is stability and security of the work which is considered depending upon type of enterprise, number of workers in the enterprise and type of job contract.

The employment in enterprise types which includes proprietary, partnership, government/local body, public sector enterprises, autonomous bodies, public/private limited company, co-operative societies, trust/other non-profit institutions has been considered decent. The employment in all other enterprise type has not been considered decent.

The enterprises where number of workers are less than ten are considered in unorganized sector and in such enterprises the working conditions are not regulated by any labour law. The employment in enterprises where number of workers are more than ten has been considered decent.

If there exist a written job contract between the employer and the employee, the work has been considered decent.

If the workers are eligible for any of the benefits including GPF, CPF, PPF, EPF, pension, gratuity, health care and maternity benefits then the employment has been considered decent.

The employment of all workers with regular salaries and wages has been considered decent.

The PLFS survey records two type of activities for each individual for seven days of week assuming that a person may be occupied in two jobs on same days. This information has been used to find out whether a person is getting work on all seven days.

For every individual average daily wage earnings have been computed and the employment has been considered decent if the average daily wage earning is more than the minimum DC rate for unskilled worker for the period under survey in their respective districts. The minimum DC wage rate (given in appendix B).

Decent working time in this paper is the number of hours actually worked. To find out hours actually worked, the number of hours worked for both the activities in seven days have been added and then divided by seven.

It has been assumed that if a worker gets work for more than or equal to four hours, then one is a decent worker.

The expression for decent work index used in this paper is:

$DWI = LW + ET + NW + JC + SSB, RJS, AWE \text{ and } HAW.$

Where,

LW->location of workplace

ET -> enterprise type

NW -> number of workers in the enterprise

JC -> type of job contract

SSB->social security benefits

RJS-> regularity of job status

AWE->average wage earning

HAW-> hours actually worked

Since for every condition of decent work fulfilled, a score of one has been assigned therefore, the DWI can vary between 0 - 8.

We have used three tools for analysis in this paper: DWI, DWGI, DWEGI.

The tool of analysis used in this DWGI has been computed by using DWI. The Decent Work Gap Index has also been used using the formula =  $(8 - DWI)/8$

$$DWGI = \left(\frac{1}{n}\right) \sum_{i=1}^n (L - DWI_i/L)$$

**DWGI** - represents decent work gap index,

**L** -maximum limit or decent work line,

**DWI**- aggregate decent work indicators value,

**i** - individual persons,

**n** -total number of persons.

**j** - the districts.

Decent Work Earning Gap (DWE) has also been used, here which is the total sum of the differences between DC wage rate and actually received daily income by workers for a district.

### DIVISION OF DISTRICTS

For the sake of comparison among districts, all the districts have been classified into three categories namely, good decent work providing (GD) districts, moderate decent work providers (MD) and low in decent work provision (LD) categories on the basis of values of index. This categorization is made by assuming that the data follows a normal distribution with mean ( $\mu$ ) and standard deviation  $\sigma$ . The groups are categorized by using the following cut-off points.

Best Decent (BD)  $\geq \mu + 0.5 \sigma$

Moderate Decent Work (MD)  $\mu - 0.5 \sigma \leq$  and  $< \mu + 0.5 \sigma$

Least Decent Work (LD)  $LD \leq \mu - 0.5 \sigma$

Using this methodology results have been presented.

### RESULTS AND INTERPRETATION

In the PLFS data for first visit at person level, there are 2882 records of Haryana persons aged between 12 to 82 years of which 2801 persons are between 15-60 years in the labour force. The Table 1 shows the districts in descending order of DWI with their rank and status. The districts Faridabad, Gurugram, Yamunanagar, Jhajjar and Kaithal have been termed as Good Decent work providers (GD). While the districts namely, Panchkula, Panipat, Ambala, Hisar, Kurukshetra, Karnal, Jind, Sonipat, Rewari and Sirsa are moderate in decent work provision (MD) and remaining six districts are termed as low decent work providers. Mewat stands at the last position in decent work provision. The DWI for whole ranges between 3.320-5.257 with a mean value of 4.313 and very low standard deviation 0.494 indicating that the provision of decent work in Haryana is low with little inter-regional variation.

TABLE 1: DISTRICT WISE DECENT WORK INDEX IN HARYANA (2019-2020)

Districts	DWI	Rank	Status
Faridabad	5.257	1	GD
Gurugram	5.088	2	GD
Yamunanagar	5.027	3	GD
Jhajjar	4.658	4	GD
Kaithal	4.652	5	GD
Panchkula	4.519	6	MD
Panipat	4.502	7	MD
Ambala	4.466	8	MD
Hisar	4.465	9	MD
Kurukshetra	4.455	10	MD
Karnal	4.384	11	MD
Jind	4.345	12	MD
Sonipat	4.245	13	MD
Rewari	4.231	14	MD
Sirsa	4.072	15	MD
Fatehabad	3.938	16	LD
Mahendragarh	3.772	17	LD
Rohtak	3.770	18	LD
Bhiwani	3.746	19	LD
Palwal	3.678	20	LD
Mewat	3.320	21	LD
Mean	4.313		
St. Deviation	0.494		

Source: Developed by researcher using PLFS data.

Note: Where  $BD \geq 4.56$ ,  $4.066 \leq MD < 4.56$ ,  $LD \leq 4.066$

The low decent work index can be explained in terms of the chosen variables of the index. It is found that 12.81 per cent labour are not working at good workplaces. About 70.45 per cent employed persons are working in organizations having less than 10 workers considered as unorganized sector, whereas about 9.44 per cent employed persons are in such enterprises which are informal as well as unorganized. The very bad thing is that 85.57 percent workers do not have any signed contract with their employers. Only 52.93 per cent workers have been able to any type of social security benefits. It is also reported that only 48.96 per cent workers got the regular work at the time of survey in primary and secondary activities. The worst thing is that only 27.48 per cent workers have been found getting wages above the DC rate as declared in the districts which can't be termed 'remunerative'. At the time of survey 6.76 percent workers got work between 0-4 hours and about 22.07 percent workers had been working for more than 8 hours a day. Too less or too much work in a day is also a spoiler of the decent work. To develop a targeted policy approach, it is important to understand each type of decent work gap based upon the indicators. However, in this paper we present only the total decent work gap and decent work earning gaps of all the districts based upon the sample.

TABLE 2: TOTAL DECENT WORK GAP INDEX AND DECENT WORK EARNING GAP IN HARYANA DISTRICTS (2019-20)

Districts Name	Decent Work Gap Index	Decent Work Earning Gap
Bhiwani	0.5316	265.7
Panipat	0.4372	255.2
Rewari	0.4710	235.8
Sonipat	0.4693	220.3
Mahendragarh	0.5283	217.4
Rohtak	0.5286	215.7
Karnal	0.4520	213.5
Kurukshetra	0.4430	207.7
Jind	0.4568	203.8
Sirsa	0.4909	200.7
Panchkula	0.4350	195.6
Ambala	0.4416	185.5
Fatehabad	0.5076	158.5
Yamunanagar	0.3715	150.2
Mewat	0.5849	149.5
Hisar	0.4418	124.6
Jhajjar	0.4177	115.7
Kaithal	0.4184	112.3
Palwal	0.5401	103.1
Faridabad	0.3428	80.7
Gurugram	0.3639	75.1
Haryana	0.4458	175.38

Source: Computed by researchers based upon PLFS Data (2019-20)

The Decent Work Gap Index (DWGI) can vary between 0-1. Thus, a DWGI of 0.4458 for Haryana means there is a need to improve the working environment, terms of contract, social security benefits, regularity of jobs, working hours and remuneration by 44.58 percent. The Decent Work Earning Gap (DWE) for each district is requirement of increasing the earnings in rupees per labour force participant per day. It can be computed that for whole of Haryana with DWE of Rs. 175.38, a minimum Rs. 229 crores per day increase in wage bills is required to bridge the gap.

## IMPLICATIONS

The provision of decent work depends upon designing and implementation of job contracts (with job profiles) between employers & employees. Since, the job requirements, work environment, market conditions and resulting cost implications of wages & social security benefits vary largely over the industrial sectors and occupations in organized and unorganized sectors; therefore, targeted policy need to be designed for each strata of the labour. The questions also arise – who should bear the costs of providing social security benefits and wage gaps emerging due to market situations. More studies are required to study the impact of providing decent work on the family labour supply decisions.

## REFERENCES

1. 'Decent work' assessed on 01.08.2022 from <https://www.uno.org/global/topics/decent-work/langen/index.htm>.
2. 'Promote inclusive and sustainable economic growth, employment and decent work for all' assessed on 01.08.2022 from <https://unric.org/en/sdg-8>.
3. Chen, Martha and Joann Vanek et al. (2006), "Informality, Gender and Poverty a Global Picture", Economic and Political Weekly, Vol. XLI, No. 21. pp. 2131-36.
4. Kantor, Paula and et al. (2006), "Decent Work Deficits in Informal Economy", Case of Surat, Economic and Political Weekly, Vol. XLI, No. 21. pp. 2089-94.
5. Jhabvala, Renana (2005), "Unorganized Workers Bill: In Aid of the Informal Worker", Economic and Political Weekly, Vol. XL, No. 22-23, pp. 2227-2232.
6. Sakthivel, S. and Penaki Joddar (2006), "Unorganized Sector Workforce in India: Trends, Patterns and Social Security Coverage." Economic and Political Weekly, pp. 2107 -2113.
7. Ali, N. (2000). Job Satisfaction among Doctors as Related to work Commitment Altruism and Locus of Control (Doctoral dissertation, Aligarh Muslim University).
8. 'Haryana' assessed on 01.08.2022 from <https://en.wikipedia.org/wiki/Haryana>.

## APPENDIX A

The list of variables on which PLFS data has been collected are: File identification, schedule, quarter, visit, sector, state code, district code, nss-region, stratum, sub-stratum, sub-sample, food sub-region, fsu, Sample sg no., second stage stratum no., sample household number, person serial no., relationship to head, sex, age, marital status, general education level, technical education level, no. of years in formal education, status of current attendance in educational institution, whether received any technical training, whether training completed during last 365 days, field of training, duration of training, type of training, source of funding the training, status code, industry code, occupation code, whether engaged in any work in subsidiary capacity, (principal) location of workplace code, (principal) enterprise type code, (principal) no. of workers in the enterprise, (principal) type of job contract, (principal) eligible of paid leave, (principal) social security benefits, status code, industry code, occupation code, (subsidiary) location of workplace code, (subsidiary) enterprise type code, (subsidiary) no. of workers in the enterprise, (subsidiary) type of job contract, (subsidiary) eligible of paid leave, (subsidiary) social security benefits, status code for activity 1 and activity 2 separately on seven days of the week, hours actually worked for activity 1 and 2 on all seven days of the week, wage earning for activity 1 and 2 for all seven days of the week, hours actually worked for activity 1 & 2 on, hours available for additional worked, current weekly status, industry code, occupation code, earnings for regular wage activity, earnings for regular wage activity, ns count for sector x stratum x substratum x sub-sample, ns count for sector x stratum x substratum, sub-sample wise multiplier, occurrence of state x sector x stratum x substratum in 4 quarters.

## APPENDIX B

The DC wage rate for unskilled worker used as minimum wages rate for decent work in each district for the period July 2019 to June 2020 in rupees is given below: Panchkula = 528, Ambala = 530, Yamunanagar = 500, Kurukshetra = 537, Kaithal = 489, Karnal = 560, Panipat = 562, Sonipat = 525, Jind = 532, Fatehabad = 460, Sirsa = 500, Hisar = 476, Bhiwani = 520, Rohtak = 532, Jhajjar = 473, Mahendragarh = 550, Rewari = 570, Gurugram = 524, Nuh / Mewat = 565, Faridabad = 550, Palwal = 520.

LITERATURE REVIEW ON EMPLOYEE AND CUSTOMER ENGAGEMENT, AND ITS IMPACT ON ORGANIZATION’S FINANCIAL PERFORMANCE

Dr. ARUNA ADARSH  
 ASSOCIATE PROFESSOR  
 JSS CENTRE FOR MANAGEMENT STUDIES  
 JAGADGURU SRI SHIVARATHREESHWARA SCIENCE & TECHNOLOGY UNIVERSITY  
 MYSURU

ABSTRACT

The wave of Globalization and privatization is bringing radical changes in the way organizations are doing their businesses. The change is transforming the operation system from traditional to conventional and still moving on to automation, continues. This means that jobs cannot be based any more on standardization and centralization. In the current scenario empowerment is the key. A striking balance is required between empowering employees and meeting end objectives which doesn't give room to subcultures, and that's the need of the hour. In the vital fact that the method of doing business is changing rapidly especially in the financial institutions where technology is driving business whereas human face remains the major customer attraction, this study is initiated. The purpose of the current research is to understand how employee engagement and customer engagement can intrinsically motivate an employee at work. In a majority of service organisations, the relationship between employees and customers is the key to customer satisfaction which in turn affects the growth and profitability of the organisation. This is so because many service organisations provide intangible services and their products are not measurable. Hence, it is the employees that represent the organisation to the customers. The need for assessment of intrinsic factors in employee engagement was discussed. The objectives of the study are clearly stated and the approach is briefly explained. The sections that follow will explain the theoretical background and findings of past research on the influence of employee-perceived customer engagement and employee engagement on the financial performance of organisations. After establishing this theoretical framework, the methodology of the study will be explained. Finally, the implications and challenges of the study as well as possible areas of further investigation relative to the research topic will form the conclusion of this report.

KEYWORDS

employee engagement, customer engagement, financial performance.

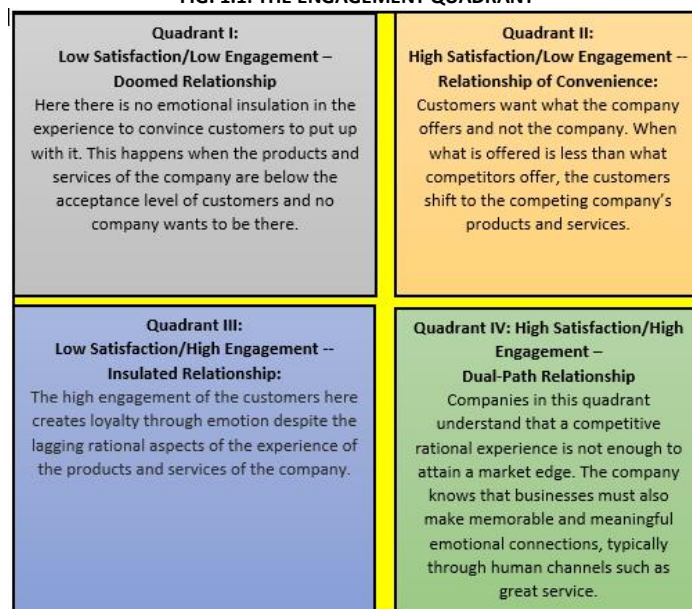
JEL CODES

M12, M31, L10.

INTRODUCTION

In the business era of today, what was originally referred to as 'labour' force of industry is rechristened as 'human resource', an indication of the understanding of the human side of enterprise as the prime mover of organisational growth and profitability. A Human Resource Development department has become a functional part of every organisation. Employee engagement is now understood as of equal importance to customer satisfaction in affecting the growth and profitability of an organisation. Employee engagement is the display of passion and pride by an employee in the execution of his/her job. It takes the form personal initiatives, efforts, and persistence in achieving the objectives of the organisation. Today, employee engagement has become a critical element for business performance and success. All engaged employees are happy, they can perform better and they exhibit stability and commitment. Top level management of organisations have realised the need to spend less time focusing on profit goals and focusing on market shares. It has become clear that in the new economic scenario, employees and customers need be the central focus point of management of an organisation. Successful organisations today, are those that pay attention to the factors that drive profitability in this new service paradigm: customer satisfaction and employee engagement. In order to understand this concept properly, let me illustrate with certain attributes of customer satisfaction and employee engagement. Customer engagement is manifest from the following examples in different industries. In the hospitality industry, there is a wide array of in-house facilities; great sales, discounts and deals in the retail industry, speed of preparation and service in the food industry, the luggage pickup time at the airlines on arrival and courtesy of bank employees in the banking industry. In case of employee engagement, this is observable when employees go out of their way to help customers, warmth and welcome greetings, energetic, care for customers etc. According to Gallup, a leading consultancy organisation in the area of employee engagement and customer satisfaction, there are four quadrants that depict the relationship between organisations and their customers.

FIG. 1.1: THE ENGAGEMENT QUADRANT



**THE FOUR QUADRANTS OF RELATIONSHIP BETWEEN ORGANISATIONS AND THEIR CUSTOMERS**

Organisations, academicians and practitioners have accepted customer engagement and employee engagement as critical components of organisation's growth. While organisations are doing a lot to increase this aspect of work to increase productivity, profitability and market share, researchers are exploring various new ways and/or modifying existing ways to achieve this objective and academicians are imparting this knowledge. Research on the impact of customer engagement and employee engagement as will be seen in the literature review of this study focus on customer engagement by study of customer satisfaction and employee engagement by studying the level of engagement in organisations. In this approach, there is dearth of study or literature on how employee perception of employee engagement impacts the productivity or effectiveness of the employee. This study aims at looking into this aspect of organisational knowledge and practices towards customer engagement and employee engagement.

The study therefore is about understanding how Customer Engagement reflected by Customer Loyalty, Customer Satisfaction, Self-expression, commitment and Trust intrinsically motivate the employee towards Dedication, Absorption, Enthusiasm, Adaptation, Considerations, Warmth, Satisfaction, Alertness and Optimism blend with employee engagement to impact the financial performance of service organisation with particular reference to non-government owned financial institutions.

several researches have been done on the importance of both engagements, methods and strategies for enhancing both the strategies and how the enhancement these two aspects of business can improve the financial performance of firms. Even in these works, the approach has been one of eliciting information from both employees and customers through surveys and other methods. A study that focusses on the impact of perceived customer engagement on the productivity and effectiveness of employees has not been well represented in the research arena.

**STATEMENT OF THE PROBLEM**

1. The wave of Globalization and privatization is bringing radical changes in the way Organizations do their business. The change is transforming operation system from traditional to conventional and still moving on. This means that jobs cannot be based any more on standardization and centralization. In the current scenario empowerment is the key. A striking balance is required between empowering employees and meeting end objectives which doesn't give room to subcultures, and that's the need of the hour.
2. The Government's new policies, regularizing unorganized jobs into organized, new taxes, giving license of banking to Micro finance companies, and specially demonetization has engulfed various organizations into greater responsibilities. How to attract, retain and develop these employees to meet the growing needs of the customers is a challenge.
3. The era of 'hire and fire' or 'carrot and stick' system of managing human resources is over as the job market has turned into a scenario where the supply curve of labour is far below the demand curve. Managers must realize that extrinsic motivators can only drive employees to certain extent. People want recognition, belongingness, ownership, pride in what they do, appreciated, identified etc. in the work that they do. There is therefore a need for managers to stick to a tool which can attract and retain employees.

This becomes more important in the case of banks where the job routine is changing every now and then while the mobility of job seekers has never been so high. The challenge therefore is how to retain the experienced workers because bank operations is not just a touch ago profession, it requires experience and grounding. This study aims at helping organisations explore some latest tools for motivating employees to achieve more than they think they can achieve.

**OBJECTIVES OF THE STUDY**

1. To do an extensive literature review of customer and employee engagement
2. To analyze the relation between customer and employee engagement.
3. To derive the relation between employee engagement, revenue and service with reference to banking sector

**RESEARCH METHODOLOGY**

The present research has adopted this qualitative approach to research. The research design for this study is a descriptive and interpretive study that is analysed largely through secondary data.

Through extensive literature review, researcher is able to conceptualise as to how employee engagement and customer engagement can influence firm's financial performance.

**LITERATURE REVIEW****1. MEANING AND DEFINITION OF EMPLOYEE ENGAGEMENT**

Schneider et al (1) maintain that employee engagement is a moderately new concept that has been greatly marketed by Human Resources (HR) consulting firms who provide advice on how to generate and leverage the concept. The term 'employee engagement' is employed at several times to refer to psychological traits, behaviours and states of mind, their antecedents and outcomes. It is opined that in the present business scenario characterised by changing labour force, having engaged employees is a significant factor in the competitive advantage that an organisation enjoys in its industry. Kahn (2) defines 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"*.

According to Richman (3), "Employee engagement is defined as intellectual and emotional engagement to the organization". Or else, it can be defined as "the number of discretionary attempt showed by the employees in their work" (Frank et al.). (4)

**2. RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND FINANCIAL PERFORMANCE IN FINANCIAL ORGANIZATIONS**

In an article titled Employee Engagement Does More than Boost Productivity published in July 04, 2013 (a) edition of HBR, John Baldoni writes that "Improving employee engagement is not simply about improving productivity but also about promoting a variety of outcomes that are good for employees and customers". According to him, while people define engagement in various ways, he prefers a plain and simple definition: "People want to come to work, understand their jobs, and know how their work contributes to the success of the organization".

Harter explained that "Engaged employees are more attentive and vigilant. They look out for the needs of their co-workers and the overall enterprise, because they personally 'own' the result of their work and that of the organization". Harter also stated that "engaged employees continuously recreate jobs so that each person has a chance to do what they do best." Engaged employees, according to Harter, "listen to the opinions of people close to the action (close to actual safety issues and quality or defect issues), and help people see the connection between their everyday work and the larger purpose or mission of the organization". When engaged employees do this, they create a virtuous circle where communication and collaboration nurture engagement and vice versa.

Singh et al. (5) made a comparative study of three institutions and concluded that the cause for employee disengagement varied from company to company and there could be several varieties of employee engagement factors. For example, according to this study, the employees of MEL are well experienced, open and value empowerment. On the other hand, the employees of Unitech are relatively young and place more value on compensation and career improvement, hence engagement is low in their agenda as they are looking forward to a brighter future. The case of employees of the Age Home is different because they were not satisfied with their compensation and work-life balance. Singh suggested that work is required to understand the engagement factors required in each organisation as the expectations of employees vary from company to company and these expectations and their fulfilment play significant role in employee engagement.

Markos (6) in his study of employee engagement as a key factor in the financial performance of organisations concluded that "there is a positive association between employee engagement and organisational performance especially in the areas of productivity; employee retention, profitability; customer safety and loyalty". A major challenge noted from this work is the difficulty of working out a cost-benefit analysis associated with employee engagement. However, he stated

that there are five areas of significance that greatly engage the labour force – aligning attempts to organisational strategies; promoting and motivating teamwork, empowering employees, assisting employee to grow and providing support as and when needed by the employee.

Wellins (7) has concluded in his study of “the impact of employee engagement that an organisation needs employees that fit the job requirements”. He maintained that the powerful connection between engagement and performance, the actionable and controllable engagement factors and the simplicity of measurement of employee engagement are the three driving aspects of modern business. He pointed out that “employee engagement has a positive impact on the attitudes and behaviours of employees. An engaging work environment creates loyalty in the mind of workers as its suites and matches their professional and personal needs, thereby, influencing them to remain with the organisation. When employees are engaged and motivated, long-term benefits emerge in the baseline of the organisation” (7). He opined that ‘employee engagement results to loyal and more satisfied customers, better quality of services or products, increased profits and higher growth potential’.

### 3. EMPIRICAL RESEARCHES ON IMPACT OF EMPLOYEE ENGAGEMENT IN FINANCIAL PERFORMANCE

The result of a study conducted by Van Allen (8) across 50,000 businesses employing 1.5 million employees from 34 different countries, indicated that “organizations characterized with the highest levels of employee engagement exhibited a double chance of success”. Moreover, the top most companies have been further reported to have four times the success rate. Similar results are reported in research conducted by Gallup (9) The study demonstrated that the branches of Standard Chartered Bank characterized by highly engaged employees produced 20% higher returns as compared to those that displayed lower scores on the engagement index.

Aon Hewitt's study (10), among 94 global companies employing about 9 million employees from the period 2008 to 2012, a strong correlation was found between the levels of employee engagement and Total Shareholder Return (TSR). The research presented several other positive relationships between employee engagement and financial performance of these companies. For instance, “the organizations within the top quartile of employee engagement levels were reported to have a TSR 50 percent higher than that of the average organization and vice-versa for the lowest organizations on the engagement index” (Aon Hewitt, 2013 Global Employee Engagement report).

Apart from these, several researchers have also empirically tested the relationship between employee engagement and the financial performance of firms in different sectors. Hunjra et al. 11 collected data from the Pakistan Banking sector. The results portrayed that organizations practising job autonomy, conducive team work environment and employee-friendly leadership behaviour had a significant impact on the outcomes of the firms in the banking sector. Team work environment was particularly claimed to be a significant factor for the banking sector firms. Naeem Akhtar et al (12) also conducted their research in the banking sector and listed factors such as financial rewards, high salary plans, job design and supervision as primary determinants of employees' motivation in the sector. The research also found financial rewards to be the most influential factor impacting the performance.

### 4. MEANING AND DEFINITION OF CUSTOMER ENGAGEMENT

According to Vargo (13), Customer engagement refers to a broader ‘transcending’ relational perspective and described as an important strategy for improving customer loyalty (Hollebeek, Juric, & Ilic et al) (14). There is an increasing trend in companies trying to encourage their customers to involve in this kind of non-transactional behaviours that go beyond purchase intentions.

#### 4.1 Relationship between customer engagement and financial performance in financial organizations

Chen et al (15) studied the impact of service innovation and customer engagement on the financial performance of organisations. It was discovered that customer characteristics, organisational support and characteristics of the service provided influences customer engagement which in turn impacts the financial performance of the organisation. According to the research, customer rapport motivates customer interaction and engagement cycles leading to positive impact on customer engagement. Customers engaged on the activities held by the organisation or its salesperson might impact the organisations or its salesperson performance. It concluded that customer engagement positively impacted the financial performance of organisations.

Henderson et al. (16) attempted to estimate the impact of customer engagement in the context of customer-organisation bonds and their impact on both expansion and defection of customers. The focus was on establishing the impact of customer engagement on relationships among customers' behaviour and loyalty that in turn impact financial performance. It concluded that customer engagement may activate customer-dependency which in turn leads to customer loyalty – an indication that the organisation is not exploitative.

People Metrics (17) analysed the impact of improving customer engagement and customer experience in the trade sector. It also attempted to quantify the impact of customer engagement on the financial performance of the organisations studied. The research classified the organisations into two broad categories – high and low performers. It concluded that retail chain with lower level of customer engagement performed below the company average of financial metrics while those with higher level of customer engagement performed above the company average. One of the findings included the fact that customer engagement is driven by the ability of the organisation employee to enhance the self-esteem of customers by providing reliable service quality, satisfying promises and valuing customers. Engagement represents a highly context-dependent psychological state that indicate a specific intensity level and it plays a central role in the process of relational exchange. Moreover, other relational concepts act as “antecedents to the rich conceptual scope of engagement” (Brodie et al.,). (18). Yu et al (19) investigated how to use employee engagement from the customers' perspectives to describe marketing metrics such as customer satisfaction, loyalty and service quality.

Dovaliene et al (20) examined the relationship between customer engagement and customer loyalty relative to value creation. In this work the researchers had isolated attitudinal loyalty from behavioural loyalty and concluded that the key for obtaining and retaining customer engagement include long-term relationships, active participation with deep connections with brand.

### 5. EMPIRICAL RESEARCHES ON IMPACT OF CUSTOMER ENGAGEMENT ON FINANCIAL PERFORMANCE

“The financial sector, is majorly dependent on cordial, long-term relationship with its customers as a result of the nature of its products and services” Swait, et al (21). This indicates that loss of clients is a primary concern for the sector and its firms – Gursoyet al, (22); Fathollahzadeh et al., (23); Akhter et al., (24). Different researchers have empirically demonstrated that customer engagement (CE) serves as a crucial imperative for improving corporate performance, i.e., sales growth (Neff) (25), superior competitive advantage (Sedley) (26), and profitability (Voyles) (27). Several other researches such as Willburn, Oyewole et al (28), Reichheld (29), etc. have indicated that companies are relentlessly depending on their customer's satisfaction metrics to assess their responses to the industry's products and services. Such dependence is based on the belief that higher scores obtained on these metrics are associated with enhanced customer loyalty, profit, market share, and return on investment.

A common observation in these researches has been that “engaged customers provide referrals and recommendations for specific products, services, and brands to others which has been recognized as a critical marketing activity for increased financial performance” Brodie et al (30).

### 6. RELATIONSHIP BETWEEN CUSTOMER AND EMPLOYEE ENGAGEMENT

Burke (31) maintained that “employees who are highly engaged are said to be top performers, serve as organisation's advocates, stay with the organisation and contribute to the base line of business success”. He defined employee engagement as an improved motivational state of employee strength and their link to organisational goals. The experience of customers is considered to be the product of occupied employees who are encouraged to deliver customer experiences. A good employee engagement drives positive customer relationship.

Harter et al. (32) linked employee engagement to nine various performance indicators. This means that different departments may employ different measures in different situations to extract important information regarding financial performance of organisations.

Clustre (33) studied “the real value of engaged employees and reported that with a high level of employee engagement, about 70% of employees had a better understanding of how to meet customer requirements, 78% might recommend their services or products of the company and 19.2% increase in the operating revenue over the training period”. Over 75% of senior administrators involved in the research admitted that many employees weren't highly engaged and this failure to engage compromised customer engagement initiatives.

Schaufel (34) referred employee engagement and customer engagement as ‘motivation’ and ‘commitment’ that indicated the psychological state in which employees feel drawn to improving organisational performance and well-being.

Engaged employees according to the study reveal a stronger inclination for the lower cost sensitivity and premium products when compared to their non-engaged counterparts.

#### 7. RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND HRM

There is a relationship with the revenue growth, service, throughput and viability of an organisation. Employee engagement is a concept that meets nearly all functions of human resource management (HRM) in an organisation. According to them, if any part of the HRM is not aligned in the right way, the organisation as well as the workforce will possibly fail to involve entirely in the work of the organisation, in their own career growth and there will be no response or inappropriate response to misconducts. They maintain that the concept of employee engagement derives from such theories as job satisfaction, organisational citizenship.

Elif, (35) explores the link between employee engagement and organizational performance. They maintained that accomplishing emotional bond along with the remuneration policy and talent management process in an organisation will enhance employee engagement as well as enhanced managerial performance. They concluded that accomplished employee engagement is unswervingly interconnected.

Vishnu et al (36) pointed out that employee engagement is the motivational factor in successful financial organization. Employee engagement has an important role in finance process as well as HRM process. Employee engagement is a reliable psychological factor that employees rely on and which motivates them to meet organization goals and objectives. Engrossed employees are expressively connected to their renowned organization and deeply engaged in their profession with an unlimited interest for the business effectiveness. The research further explored how employee engagement is taking out the best of workers and holds them permanently. The result indicates that employee engagement has a strong influence on the revenue growth and service. Employee sustainability and customer satisfaction of an organisation. Paluku, (37) stated that in many developing regions, employee engagement has developed as an essential element for organizational performance. The research examines the determinants of employee engagement and how it influences the revenue growth of an organisation.

James, et al (38) explores the link between employee engagement and revenue growth in 192 financial organizations and relationship amid employee engagement and management performance of various organizations. The results indicate a high ecological validity, which signifies that relationships are quite dependable across various organizations. According to James, a correlation among employee engagement and managerial performance at the unit level is quite considerable and vastly generalizable among businesses.

#### 8. EMOTIONAL FACTORS OF EMPLOYEE AND CUSTOMER ENGAGEMENT

Sashi, (39) examined customer engagement perception by exploring expert opinions and connecting the same to marketing theory and coordination, relationship advertising, customer involvement and customer engagement conditions. The research explored a prototype of customer engagement progression along with employee relationship, communication, contentment, engagement, loyalty etc.

Chieh et al (40) stated that in the earlier days, the studies about emotional contamination generally concentrated on the result of employee's smile on consumers' friendliness. Linking their research inquiry with emotional factors, they concluded that employee's emotional state does not have direct impact on customer fulfilment but that it will possibly influence consumers' fulfilment through customer and employee empathy.

Roderick, (41) examined the theoretical details of customer engagement and practice of term engagement and concluded that in the current highly active and communication-driven business atmosphere, the quality of assistance among employees and customers is very essential. Cecil, et al (42) expressed that in service units, emotionally capable employee can create customer engagement.

Cecile, et al (43) expressed that in service confronts, it is being proposed that emotionally capable employees are close to thrive in creating relationship with their consumers, which frequently leads to consumer satisfaction and reliability. The main objective of this research is to examine the impacts of consumer professed employee emotional capability on fulfilment and reliability. The research also explores how and to what point relationship facilitates these influences. The degree to which consumers notice employees as emotionally proficient is connected to the growth of relationship, customer fulfilment, and reliability. Leaders of high-contact services must consequently give special focus to emotional capability at time of signing new employees and teams, inspire and guide current employees to improve this kind of capability.

Willemijn, et al (44) examines the influence of consumer emotions and performance of an employee in generating confront and relationship contentment. The research examines employee performance from a synergistic viewpoint by identifying the worker performance into worker-specific and communication or interface-induced performances by exerting a multilevel methodology. The result of the research exposes an important impact of positive reactions on satisfaction and no important influence of adverse reactions. In addition, the research pinpoints that not all of the worker activities affect encounter contentment and relationship contentment. The result also reports that certain employee behaviour and employee-detailed and communication-induced performances leads to an enhanced perception of consumer meeting and relationship contentment.

In this regard, the workplace relationships occupy a strategic importance. It has been widely claimed that there is an urgent need for the employers to focus on improving the team and co-worker relationship to enable the maximum performance on the part of the employees. Therefore, it is a prerequisite for every organization to facilitate enhanced team relationships within its various departments for creating an ambience dominated by collegiality.

Leadership is the most influential and fundamental factor which can effectively contribute towards this end. Effective leadership has been claimed to be a crucial determinant of employee engagement by indulging in self-awareness, balanced processing of information, relational transparency, and internalized moral standards Walumbwa et al (45). Empirical researches like Trinkka et al have demonstrated that high level of engagement is present in cases where the organization possesses motivated, inspiring, and effective leaders.

Such claims are based on the assertion that if proper recognition is given to the efforts and work done by employees, they are seen to be more interested and engaged in the workplace. As stated by Schneider et al., (46) supportive leadership is found to impact employee engagement in a positive manner, by increasing the levels of involvement, satisfaction, and enthusiasm for work.

Ebru, (47) is of the opinion that acknowledging that consumer encounters add value to organisations, business are striving to find techniques that mutually integrate consumer satisfaction.

Fabia et al (48) examined the impact of customer background on customer engagement. With data from 516 clients drawn from high and low contact assistances, the research concluded that the tendency to involve customer loyalty differed considerably between the backgrounds reviewed. The research however maintained that most loyalty intentions are interrelated in perspectives with consumers' proclivity to participate.

Assietou, (49) investigated the influence of consumer satisfaction in finance service organizations. It also examined how essential it is to create emotional bonds among customers and employees in an organization. The research also explores the extents of emotional connections and its impact on customer satisfaction, loyalty intention and its impact on financial service. The research focuses on the impact of the 5 proportions of personal connection among customers and benefactors on customer fulfilment and the impact of contentment on loyalty intention. Customers' performance that stemmed from motivational factors and emotional conditions portrayed by a point of potency, commitment, engagement and communication towards a particular brand or organisation. The study maintained that customer engagement occurs both in offline and online mode but online mode received more attention because of the growth of social networking which help organisations communicate with their existing, new and potential customers. The result has led managers focus on designing customer engagement influences on loyalty intention to organisations and their products.

Jay, et al (50) studied customer loyalty to understand problems and challenges that are significant in affecting loyalty. The study concluded that intense transformation in the market including tourism and travel industry has caused experts to reinforce and strengthen customer loyalty. By exerting conceptual patters, this research offers an outline intended to spread the perceptive of loyalty intentions and reiterated the need for companies to be emotionally attached with customers for multiple reasons.

#### 9. IMPACT OF PERCEPTION IN EMPLOYEE ENGAGEMENT

What is perception? Not necessarily something based on reality, it can just be a perspective an individual has based on one's view of a particular situation. When we talk about an organization, what matters the most are the employees and so what they perceive about the organization itself becomes key to its growth. Reality may be different but how employees view the reality is something for organizations to look at.



"Research on emotion management is increasingly considered from the early 1990s, in which emotion of interaction between clerks of front lines service and customer or common public has been majorly focused" Feldman, et al (51). "Emotion is a central and integral part in organization life when interacting with customer and with other members of the organization" Miller, (52). Hoschild (53) calls emotions of customer service and front-line clerks as "emotional labour" by Service employees who have to interact and to communicate with customers, in which they usually deal with a number of tasks that contain certain degree of emotion. Hoschild opp.cited (54) asserted that "emotional labour" indicated service employees display anticipated emotions as a flexible process. In addition, according to her, emotional labour jobs "require the worker to produce an emotional state in another person" (Hoschild, opp.cited 55). Another author, Miller referred emotional labour is the concept used to refer jobs in which "specific" emotional expressions as a required aspect of the job (Miller, opp. cited 56).

The result of this study has shown that both the negative and positive behaviour of employees are highly correlated to customers' overall satisfaction. This result is in agreement with the literature and several empirical studies. Moreover, the study examined the impact of employee behaviours on customers' perceptions and overall satisfaction, and in this context confirms the correlation between these variables and their impact on the financial performance of an organisation.

Ying Fu; (57) investigated the relationships between perceived customer behaviours (including customer participation, citizenship behaviour, complaint behaviour, and misbehaviour) and employee engagement in a sample of Chinese service workers. The study concluded the positive effect of customer participation and citizenship behaviour had a direct and positive impact on employee emotional assessment resulting to greater employee engagement.

#### 10. STUDIES PERTAINING TO CUSTOMER ENGAGEMENT IN THE BANKING SECTOR

Employee engagement is claimed to be affected by a number of variables. These variables have been empirically studied by different researchers. As noted by Robinson and Griffiths (58), the present work environment has been subjected to a continuous and large-scale change process. For instance, in the way they do business, in relentless international competition and shareholder pressure, a diversifying workforce and increasingly complex work environments (Woodman, & Cameron, et al (59); Griffiths, et al (60). Several researchers have a mutual agreement on the factors characterizing such a desired work environment, giving proper appreciation to employees, communicating success of organisation to the employees, maintaining work-life balance, providing necessary resources, information, and a conducive environment.

Recognition and rewards have been recognized as crucial determinants of employee engagement. In the study by Rotman et al (61) it was concluded that employees receiving appropriate rewards and recognition from their organizations are characterized with a feeling of obligation to perform better and be highly engaged. Better pay, ongoing training and development, and making employees feel secure in the work environment are said to be the most deterministic factors for impacting the performance of the employees. Such efforts have been regarded as a 'taking care of employees' who then contribute towards better performances. Swanger et al (62); Koys, (63); Schneider, (64). A conducive working environment encourages employee engagement in a good number of organisational activities including building team relationships, indulging in mutually acceptable behaviours. Shazali et al (65) concluded that a good quality working environment instigates better service provision to customers as it represents "a good culture, working with a good team, a good boss and good physical surroundings, job security sustainable compensation package".

Effective and healthy relationship within team and its members enhances engagement. In connection to this, factors such as team climate, collective pride, commitment, leadership, communication, team ethics and team bonding are the major determinants of high-performance teams.

Khaliq, et al (66) studied "employee engagement in the banking sector of Pakistan" and concluded that perceived organisational support increases employee interest to work as it indicates organisation's respect for the employees. Hassan, et al (67) stated that perceived organisation support creates psychological empowerment for employee resulting to personal control which inspires them to work. Logia Shujaat, et al (68) maintained that Career Development and related opportunities are significant determinants of employee satisfaction in the Banking sector. Accordingly, the main business challenge in the employee engagement agenda is to impress the customers to ensure customer engagement. This is possible through activities that promote direct influence, customer interactions, focus, retention and loyalty.

Logie, (69 opp. Cit.) studied customer engagement and their experience in the market place. The study concluded that vast number of customers are loyal to banks because of measurable, process-driven and quantifiable financial services provided. The studied opined that customer functional satisfaction breaks any issues faced by financial services by directly influencing the habitual loyalty of its customers.

According to IMI, (70), rapid multi-channel digital communication would improvise the banking experience, reduce the service costs and increase customer revenue. This in turn will lead to customer loyalty, reduced complexity in payment services, increase rate of collection, authentication for services, fraud detection and service security as customers are informed about their accounts and card activities.

The banking sector specifically, is expected to lay an increased focus on ensuring customer satisfaction and loyalty (Hossain and Leo, (71) for attaining a higher financial performance. TCS, (72) also stated that the enablers in banks for the superior engagement of the customers are the customer's retention, loyalty and acquisition. In financial institution, the experience of the customers enhances and play key role in building up the operational performances. Technological development acts as enabler to increase the broadness of the customer experience through operational improvement, tracking customer behaviour, delivering interesting services, improvise the service channels, personalise the internet banking experience and installing the efficient and easy cash withdrawal. Hence by improvise the banking operations and enhancing the process efficiencies the customer's loyalty is improved through customer experience.

Another stream of literature pertaining to customer engagement has dealt with an important factor of a self-brand attachment or connection among the customers of a product or service. Such literature has held the claim that the customer engagement has critical relational consequences including "commitment," "trust," "self-brand connection," "consumers," "emotional brand attachment" and "loyalty" (Brodie et al.) (73). Such claims associated with the emotional association and self-brand attachment among the customers are based on the prevalence of the multi-dimensional perspective of management which considers cognitive, emotional, as well as behavioural dimensions. Thus, "connection", "attachment", "emotional attachment", "participation" are commonly used terms to refer to the different forms of engagement experienced by the customers (London, Downey, and Mace, (74). Researchers such as Lisa et al (75), Printy et al (76), Geraldine, and Shaunae al (2007), 77 etc., have empirically demonstrated close association between the multi-dimensionality of engagement, especially cognitive and emotional engagements.

Among the various reviews, the significant that pushed this research to the fore is the work of Iddagoda and Opatha (77) who conducted a research to study the research gap in employee engagement and discovered 7 gaps including:

1. Conceptual confusion,
2. Nonexistence of theoretical arguments and empirical tests on the impact of the religiosity on employee engagement,
3. Rapport between personal character and employee engagement being, neither theoretically argued nor empirically tested,
4. Unavailability of studies as to how the high-performance work practices (HPWPs) impact on employee engagement,
5. Shortage of "empirical evidence" regarding the link between "employee engagement and organizational financial performance A"
6. Absence of "empirical evidence" on "employee job performance to be an intervening variable for employee engagement and organizational financial performance",
7. Absence of empirical evidence about religiosity, HPWPs, personal character, leadership and work life balance that significantly affect employee engagement. Inspired by the gaps mentioned above, the researcher attempts to study the impact of personal character, leadership and work life balance on first level employees of banks.

#### FINDINGS AND CONCLUSION

The variables for the Employee Engagement have been adapted from the estimated model using PLS (write in full form) presented by Anitha (78). However, the original model includes policies and procedures as variables, but these have been excluded in the present research. The reason for the exclusion of these variables is due to the fact that all the banks chosen for this study represent financial institutions that follow more or less similar policies and procedures.

Thus, the Employee Engagement Index (EEI) can be presented as:

Employee Engagement Score = WEx + Lx + TRx + TCx + Cx +RRx

Where;

- WE : Work Environment
- L : Leadership
- TR : Team Relationship
- TC : Training and Career
- C : Compensation
- RR : Rewards and Recognition

Further, the customer engagement index has been framed by combining the variables derived from different researches:

- Thus, the Customer Engagement Index (CEI) can be presented as:
- Customer Engagement Score = Tx + SBAX + EBAX + Lx

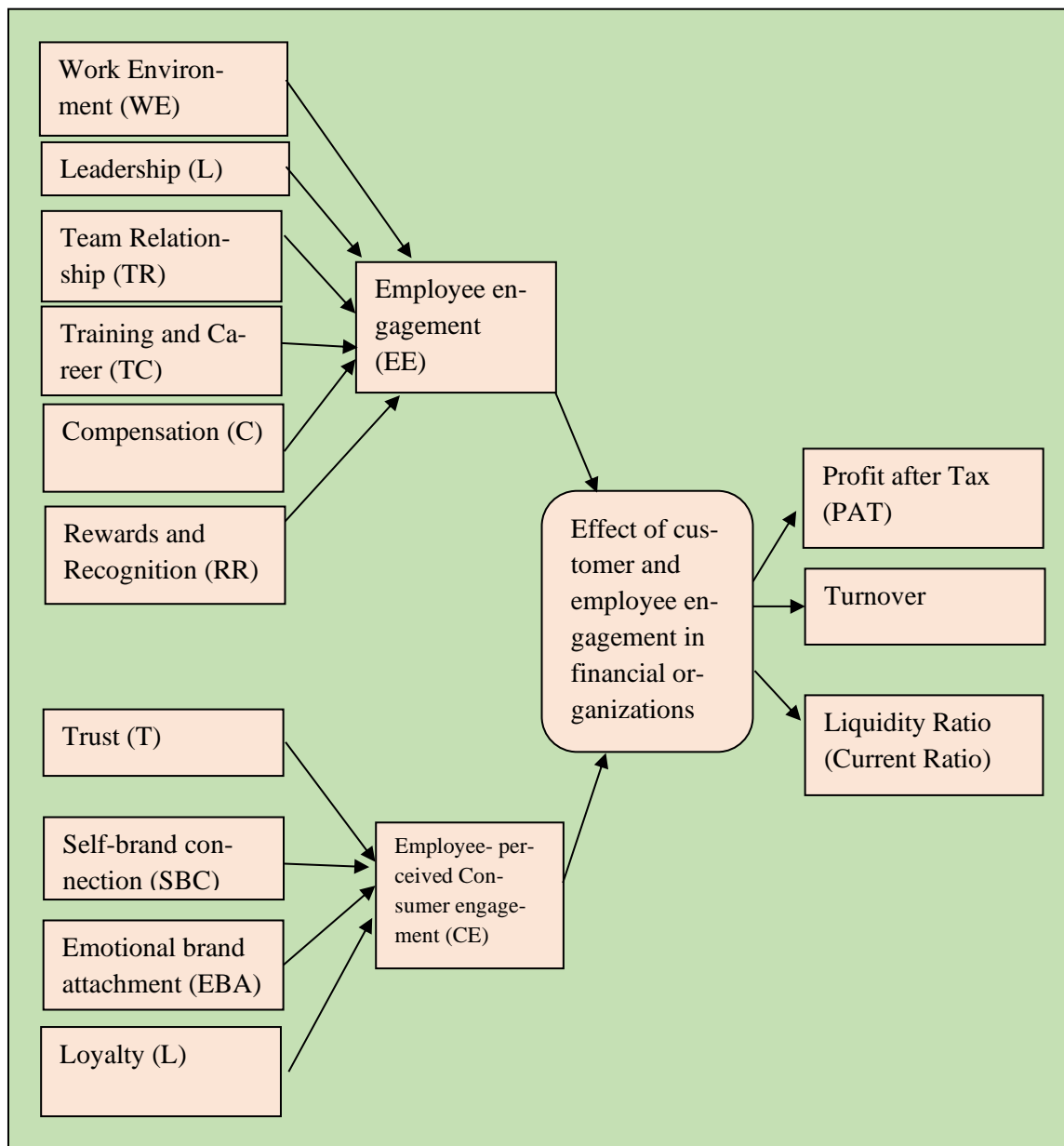
Where:

- T : Trust (Van Doorn et al.,) (79)
- SBC : Self-brand Connection (Escalas and Bettman, (80)
- EBA : Emotional Brand Attachment (Thomson, MacInnis, and Park) (81)
- L : Loyalty (Bowden,) (82)

The financial performance of the banks chosen as samples for the research will be measured through the following three indicators: Profit after Tax (PAT)<sup>1</sup>

1. Turnover refers to the amount of revenue a bank generates over a given period of time.
2. Liquidity Ratio (Current Ratio) an indicator of the ability of an organisation’s current assets to meet its obligations when they become due.

FIG. 1: CONCEPTUAL AND DESIGN FRAMEWORK OF THE STUD



<sup>1</sup> PROFIT AFTER TAX (PAT) is the net profit earned by the company after deducting all expenses like interest, depreciation and tax. PAT can be fully retained by a company to be used in the business. Dividends, if declared, are paid to the shareholders from this residue. <https://www.ventureline.com/accounting-glossary/P/profit-after-tax-definition/>

**RESEARCH GAP**

Existing studies focus on employee engagement or customer engagement and its impact on the financial and other health issues of the organisation. However, there is dearth of literature to conclude. Not much work is done in the area of employee perception of customer engagement and the impact it has on the emotional wellbeing/work motivation of the employees. This research attempts to examine this relationship from the side of the employee alone, creating opportunity for further research from the customer's point of view. This research aimed to fill this gap and help future researchers to understand how employee-perception and/or customer-perception of engagement impacts financial organizations. Vishnu et al (83) and Markos (68) pointed out that employee engagement is motivational factor for successful financial organization. James et al (84) also identified the link between employee engagement and revenue growth. Burke (85) identified that, success of business is performed by the engagement of customers and employees. Henderson et al (86) also predicted that customer engagement changes the financial performance. It is important to add this dimension of intrinsic motivation driven by employee's own perception of customer engagement and how it affects his/her emotional work willingness.

**REFERENCES**

- Macey W. H and Schneider B (2008), "The Meaning of Employee Engagement", *Industrial and Organizational Psychology*, Vol. 1, pp. 3-30.
- Kahn W.A. (1990), "Psychological conditions of personal engagement and disengagement at work", *Academy of Management Journal*, Vol. 33, pp. 692-724.
- Richman A (2006), "Everyone wants an engaged workforce how you can create it?" *Work span*, Vol. 49, pp. 36-39.
- Frank F.D., Finnegan R.P. and Taylor C.R. (2004) "The race for talent: retaining and engaging workers in the 21st century", *Human Resource Planning*, Vol. 27, No. 3, pp. 12-25.
- Singh et al. (2007), "Employee Engagement: A comparative study on selected Indian Organizations", *International Journal of management practices and contemporary thoughts*, pp. 41-48.
- Markos S (2010), "Employee Engagement: The Key to Improving Performance", *International Journal of Business and Management*, Vol. 5, No. 12.
- Wellins R. S. (2015), "Employee Engagement: The Key to Realizing Competitive Advantage", retrieved on 31st January 2017 and from [http://www.ddi-world.com/ddi/media/monographs/employee-engagement-mg\\_ddi.pdf?ext=.pdf](http://www.ddi-world.com/ddi/media/monographs/employee-engagement-mg_ddi.pdf?ext=.pdf)
- Van Allen, S. (2012). *Engagement at Work: Its effects on performance continues in tough economic times: Key Findings from Gallup's Q12 Meta-Analysis of 1.4 million employees*, Gallup, Inc.
- Gallup (2006). 'Engaged Employees Inspire Organization Innovation', October 12, 2006. *Gallup Journal*, (2003, December 11).
- Aon Hewitt, 2013 Global Employee Report.
- Ahmed Imran Hunjra, Muhammad Asghar Ali Muhammad Irfan Chani Hashim Khan and Kashif-Ur-Rehman *African Journal of Business Management* Vol. 4(14), pp. 3056-3061, 18 October, 2010 ©2010 Academic Journals Full Length Research Paper Employee voice and intent to leave empirical evidence of Pakistani banking sector Available online at <http://www.academicjournals.org/AJBM> ISSN 1993-8233
- Akhter, W., Abbasi, A.S., Ali, I. and Afzal, H. (2011), "Factors affecting customer loyalty in Pakistan", *African Journal of Business Management*, Vol. 5 No. 4, pp. 1167-1174.
- Vargo S. (2009), "Toward a transcending conceptualization of relationship: A service-dominant logic perspective", *Journal of Business and Industrial Marketing*, Vol. 24(5/6), pp. 373-379.
- Brodie R., Hollebeek L., Juric B., and Ilic A. (2013), "Consumer engagement in a virtual brand community: An exploratory analysis", *Journal of Business Research*, Vol. 66, pp. 105-114.
- Chen et al. J. S., (2013), "Customer Engagement and Service Innovation for Insurance Companies", retrieved on 31st January 2017 and from <http://ge-brc.ndccu.edu.tw/proceedings/-APDSI/2013/proc/P130129003.pdf>
- Henderson C. M., Steinhoff L and Palmatier R. W. (2014), "Consequences of customer engagement: how customer engagement alters the effect of habit, dependence and relationship based intrinsic loyalty", *Marketing Science Institute (MSI) working paper*, Report No, 14 – 121
- People Metrics (2008), "Enhancing the Customer Experience and Engagement in Retail", retrieved on 31st January 2017 and from <http://info.peoplemetrics.com/hs-fs/hub/221727/file-2339617306-pdf/PDFs/CE-Study-Retail.pdf>
- Brodie R., Hollebeek L., Juric B., and Ilic A. (2011), "Customer engagement: Conceptual domain, fundamental propositions, and implications for research", *Journal of Service Research*, Vol. 14(3), pp. 252-271.
- Patterson P and Yu T (2006), "Understanding Customer Engagement in Services", retrieved on 31st January 2017 and from [http://www.anzmac.org/conference\\_archive/2006/documents/PattinsonPaul.pdf](http://www.anzmac.org/conference_archive/2006/documents/PattinsonPaul.pdf)
- Banyte J and Dovaliene A (2014), "Relations between customer engagement into value creation and customer loyalty", *Social and Behavioral Sciences*, Vol. 156, pp. 484 – 489.
- Sweeney, J. and Swait, J. (2008), "The effects of brand credibility on customer loyalty", *Journal of Retailing and Consumer Services*, Vol. 15 No. 3, pp. 179-193.
- Chi, C.G. and Gursoy, D. (2009), "Employee satisfaction, customer satisfaction and financial performance: an empirical examination", *International Journal of Hospitality Management*, Vol. 28 No. 2, pp. 245-253.
- Fathollahzadeh, M., Hashemi, A. and Kahreh, M.S. (2011), "Designing a new model for determining customer value satisfaction and loyalty towards banking sector of Iran", *European Journal of Economics, Finance and Administrative Sciences*, Vol. 28 No. 1, pp. 126-138.
- Akhter, W., et. al. opp. Cited.
- Neff, Jack (2007), "OMD Proves the Power of Engagement," *Advertising Age*, 78
- Sedley, Richard (2006), "Annual Online User/Customer Engagement Survey 2006.
- Voyles, Bennett (2007), "Beyond Loyalty: Meeting the Challenge of Customer Engagement," *Economist Intelligence Unit*.
- Oyewole, Philemon (2002), "Affective States of the Consumer and Satisfaction with Services in the Airline Industry," *Services Marketing Quarterly*, 23 (4), 45-63.
- Reichheld, Frederick (2001), *Loyalty Rules! How Today's Leaders Build Lasting Relationships*, Boston: Harvard Business School Press
- Brodie R (2011) Opp. Cite
- Burke (2014), "Employee Engagement Drives Customer Engagement & Business Success Employee Engagement Matters – How Highly Engaged are Your Employees?", retrieved on 31st January 2017 and from <http://www.burke.com/Library/ProductSheet/Burke%20Employee-%20Engagement.pdf>
- Harter et al. (2013), "The Relationship Between Engagement At Work And Organizational Outcomes", retrieved on 31st January 2017 and From <http://employeeengagement.com/wp-content/uploads/2013/2012-Q12-Meta-Analysis-Research-Paper.pdf>
- Clustre (2016), "Customer and Employee Engagement", retrieved on 31st January 2017 and from <http://ee-awards.com/engagement-zone/wp-content/uploads/2016/10/PoV-on-Customer-and-Employee-Engagement.pdf>
- Schaufeli W (2013), "What is Engagement?", retrieved on 31st January 2017 and from <http://lirias.kuleuven.be/bistream/123456789/487878/125.pdf>
- Elif, O, (2014). The Relationship between Employee Engagement and Organizational Performance: Implementations of Organizations. *The International Journal of Social Sciences*, 25(1), 1-10.
- Sarah, S.B., Vishnu, V.B., (2015). Enhancing "Performance and Retention" through Employee Engagement. *International Journal of Scientific and Research Publications*, 5(8), 1-6.
- Paulk, K, (2016). Employee Engagement and Organizational Performance of Retails Enterprises. *American Journal of Industrial and Business Management*, volume 6, pp. 516-525.

38. James, K.H., et al (2013). The Relationship between Engagement at Work and Organizational Outcomes. Retrieved on 31<sup>st</sup> January 2017 From <http://employeeengagement.com/wp-content/uploads/2013/04/2012-Q12-Meta-Analysis-Research-Paper.pdf>
39. Sasha, C.M., (2012). Customer engagement, buyer-seller relationships, and social media", *Management Decision*, 50(2), 253 – 272.
40. Cedric, H.J.W., Chief, H.S., (2013). Factors Affecting Customer Positive Emotion and Service Relation-Restaurants in Hotel as Examples. *International Journal of Business Tourism and Applied Sciences*, 1(2), 30- 41.
41. Roderick, J.B., et al (2011). Customer Engagement. *Journal of Service Research*, 14(3).
42. Cecile, D, et al (2012). Effects of perceived employee emotional competence on customer satisfaction and loyalty The mediating role of rapport. *Journal of Service Management*, 24(1), 5-24.
43. Cecile, D, et al (2012) Opp cit.
44. Willemijn, V.D., et al (2004). An empirical assessment of the influence of customer emotions and contact employee performance on encounter and relationship satisfaction. *Journal of Business Research* 57 (2004) 437 – 444.
45. Fred Walumbwa Bruce Avolio, William Gardner: Department Faculty Publications Management Department 2-2008 Authentic Leadership: Development and Validation of a Theory-Based Measure
46. Schneider, B., 1991. Service quality and profits: can you have your cake and eat it too? *Human Resource Planning* 14, 151–157.
47. Ebru, K, (2012). Brand Loyalty's Impact on Customer Engagement in Virtual Brand Communities – by the case of Turkish Market. Retrieved on 30<sup>th</sup> January 2017 from [http://studenttheses.cbs.dk/bitstream/handle/10417/3886/ebru\\_kuzgun.pdf?sequence=1](http://studenttheses.cbs.dk/bitstream/handle/10417/3886/ebru_kuzgun.pdf?sequence=1)
48. Teresa, F, Fabia, E, (2016). Customer Engagement and Loyalty: A Comparative Study Between Service Contexts. *Services Marketing Quarterly*, 37(2), 125-139.
49. Assietou, T, (2013). Customer Satisfaction and Loyalty Intention of Customers of Financial Institutions in North Cyprus. Retrieved on 31<sup>st</sup> January 2017 from <http://i-rep.emu.edu.tr:8080/xmlui/bitstream/handle/11129/1804/Thiam.pdf?sequence=1>
50. Jay, K, et al (2015). Customer loyalty: A review and future directions with a special focus on the hospitality industry. *International Journal of Contemporary Hospitality Management* 27(3).
51. J. Andrew Morris and Daniel C. Feldman -Dimensions, Antecedents, and Consequences of Emotional Labor *The Academy of Management Review*, Vol. 21, No. 4 (Oct., 1996), pp. 986-1010 Published by: Academy of Management Stable URL: <http://www.jstor.org/stable/259161>
52. Hochschild, A. (1983). *The managed heart: Commercialization of human feeling*. Berkeley: University of California Press.
53. Hoschschild A. (opp. Cit.)
54. Hoschschild A. (opp. Cit.)
55. Hoschschild A. (opp. Cit.)
56. Hoschschild A. (opp. Cit.)
57. Ying Fu; (2016) A thesis presented to the University of Waterloo in fulfilment of the thesis requirement for the degree of Master of Arts in Recreation and Leisure Studies Waterloo, Ontario, Canada, 2016
58. Robinson, O., & Griffiths, A. (2005). Coping with the stress of transformational change in a government department. *Journal of Applied Behavioral Science*, 41(2), 204-221.
59. Pettigrew, A. M., Woodman, R. W., Cameron, K. S. (2001). Studying organization change and development: Challenges for future research.
60. Robinson, O., & Griffiths, A. (2005) Opp. Cited
61. Gursoy, D., Swanger, N., 2007. Performance-enhancing internal strategic factors: impacts on financial success. *International Journal of Hospitality Management*, 26 (1), 213–227.
62. Koys, D., 2003. How the achievement of human-resources goals drives restaurant performance? *Cornell Hotel and Restaurant Administration Quarterly* 44 (1), 17–24.
63. Schneider, B., 1991 Opp. Cited
64. Studies Islam and Shazali 2011 show that a good quality physical <https://www.coursehero.com> ›... › MANAGEMENT › MANAGEMENT Thesis Studies (Islam and Shazali, 2011) show that a good quality physical working environment leads to better service to customers and supports higher output.
65. Khalil, A, et al (2014), Relationship of Perceived Organizational Support and Employee Engagement, Skiing. (Lahore),26(2) pp. 951-954.
66. Hassan, S, et al (2014), Measuring the Impact of Perceived Organization Support, Psychological Empowerment and Rewards on Employees' Satisfaction: Testing the Mediating Impact of Employee Engagement, *World Applied Sciences Journal* 30 (5): pp. 652-660.
67. Logia, S, (2016), talking the customers' language: financial, customer engagement, dam, pp. 1-28.
68. Logia (opp. Cited)
69. IMI, (2015), customer engagement solutions for financial services, IMI mobiles, pp. 1-5.
70. Hossain, M. and Leo, S. (2009), "Customer perception on service quality in retail banking in Middle East: the case of Qatar", *International Journal of Islamic and Middle Eastern Finance and Management*, Vol. 2 No. 4, pp. 338-350.
71. TCS, (2015), IOT for banks: an enabler for superior customer engagement, Tata consultancy services, pp. 1-4.
72. Brodie et al. 2011 Opp. Cited
73. London, Bonita, Geraldine Downey and Shauna Mace (2007), "Psychological Theories of Educational Engagement: A Multi-Method Approach to Studying Individual Engagement and Institutional Change," *Vanderbilt Law Review*, 60 (2), 455-481.
74. Koyuncu, Mustafa, Ronald J. Burke, and Lisa Fiksenbaum (2006), "Work Engagement among Women Managers and Professionals in a Turkish Bank," *Equal Opportunities International*, 25 (4), 299-310.
75. Marks, Helen M. and Susan M. Printy (2003), "Principal Leadership and School Performance: An Integration of Transformational and Instructional Leadership," *Educational Administration Quarterly*, 39 (3), 370-397
76. Iddagoda, Anuradha and Opatha, H.H.D.N.P. and Gunawardana, Kennedy D., Employee Engagement: Conceptual Clarification from Existing Confusion and Towards an Instrument of Measuring It (December 7, 2015). 12th International Conference on Business Management (ICBM) 2015. Available at SSRN: <https://ssrn.com/abstract=2699798>
77. Anitha J. (2009) *International Journal of Productivity and Performance Management - Determinants of employee engagement and their impact on employee performance*.
78. London, Bonita, Geraldine Downey and Shauna Mace (2007), "Psychological Theories of Educational Engagement: A Multi-Method Approach to Studying Individual Engagement and Institutional Change," *Vanderbilt Law Review*, 60 (2), 455-481.
79. Van Doorn J., Lemon K., Mittal V., Nass S., Pick D., Pirner P, and Verhoef P (2010), "Customer engagement behavior: Theoretical foundations and research directions", *Journal of Service Research*, Vol. 13(3), pp. 253–266.
80. Escalas, Jennifer E. and James R. Bettman (2005), "Self-Construal, Reference Groups and Brand Meaning," *Journal of Consumer Research*, 32 (3), 378-389.
81. Thomson, Matthew, Deborah J. MacInnis and C. Wan Park (2005), "The Ties that Bind: Measuring the Strength of Consumers' Emotional Attachment to Brands," *Journal of Consumer Psychology*, 15 (1), 77-91.
82. Bowden, Jana L. (2009a), "The Process of Customer Engagement: A Conceptual Framework," *Journal of Marketing Theory and Practice*, 17 (1), 63-74.
83. Sarah, S.B., Vishnu, V.B., (2015). opp. Cited
84. James, K.H., et al (2013) Opp. Cited
85. Burke (2014) Opp. Cited.
86. Henderson (2014) Opp. Cited.

## **REQUEST FOR FEEDBACK**

**Dear Readers**

At the very outset, International Journal of Research in Commerce, Economics & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as, on the journal as a whole, on our e-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com).

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**

## **DISCLAIMER**

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

## ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

### *Our Other Journals*

