

Impact of Antecedents of Work Engagement and its Consequences In the news print media industry

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ABSTRACT

To study the impact of antecedents of work engagement namely; Job diagnostics, Personality, Leadership, Compensation & Benefits & Employee Wellbeing on its consequences viz. Productivity, Retention and Advocacy using Principal Component Analysis. It was observed that the most defining input variable is Job Diagnostics (through its components Autonomy, Task Significance, Task Variety, Feedback) & Employee Wellbeing. The study also serves as a ready reckoner for practitioners in addressing different employment stages of attracting, engaging and retaining talent in the organization with the objective of providing the organization with a competitive edge in managing talent in today's dynamic business environment.

Introduction:

Employee Engagement is gaining more prominence today more so as, there is a war raging in the business circles for acquiring a larger customer base by offering both existing and new customers with products and services that meet their requirements. This creates a challenging proposition for CEO's across various industries, who are constantly on the lookout for finding innovative and creative solutions to meet their customers' demands. The most critical ingredient in this whole jigsaw is the EMPLOYEE. The top most challenge reported by CEO's across various forums is **TALENT**. Business News Daily in an interview with Matthew Brosious (CEO of FreightCenter) reported that the biggest challenge for CEO's in 2017 would be acquisition of new talent and that mentioning higher years of experience in a resume would not be a qualifier for the job. Further, in the same context Brosious mentioned that organizations are looking for candidates whose values and aspirations are in line with that of the company as opposed to finding those candidates with a laundry list of academic and professional achievements.

C-Suite Challenge 2018, congregated over a thousand CXO's across businesses to discuss and address challenges faced by their respective organizations, paramount among them was the challenge to Attracting and Retaining talent cadres.

The “**War for talent**” a trend that many CEO's, CHRO's & CFO's in organizations have been experiencing over the years but had not fully articulated the same by adopting innovative ways to mitigate this risk by putting in place processes and policies to “Attract, Engage and Retain” competent talent. It is an open secret that for organizations to maintain a viable edge in industry, they need to build and exhibit a demonstrative ability to attract, engage and retain critical and competent talent on a consistent basis today and in times to come.

Review of Literature:

Understanding what really engages talent has been the crux of debate both for practitioners and researchers. May, Gilson and Harter (2004) had undertaken an empirical study weaving a mosaic of meaningfulness of the job and role, safety of self and working conditions and making available of whole self (psychological and physical) to engagement, thus concluding that positive predictive antecedents of meaningfulness are role fit and job enrichment. Additionally, May et al. opined that the relationship between a supportive manager and team and the availability of resources to perform the job at hand were positive predictors of psychological availability. Fernandez (2007) contends that it is clear that employee welfare and wellbeing initiatives create better engagement levels. Erickson and Gratton (2007) assert that it is apparent that highly engaged employees are messengers of the organization. Melcrum's (2007) research concluded that prospects for career advancement, training and skill enhancement, activities that would result in enhancement of knowledge, skills and capabilities of subordinates were also important drivers of engagement. Additionally they also cite the significance of salary/wages, benefits and official recognition in encouraging employee engagement.

Saks (2006) model of Engagement explored the relationships between antecedents and consequences as denoted in the diagram below and assessed both from the firms and employees perspective. The model clubbed these two perspectives together with the antecedents and their consequences to explain employee engagement.

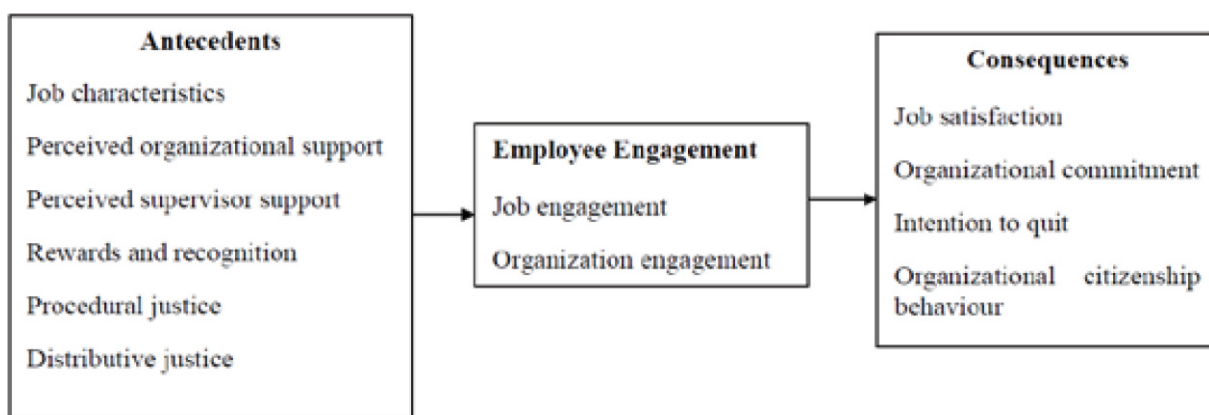


Figure 1: Source: Adapted from Saks (2006).

Objectives:

The purpose of this study is to provide practitioners in the news print media industry and researchers with a process based on hierarchical level of importance of antecedents namely; **Job Diagnostics** (characterized through “Skill Variety, Task Significance, Task Identity, Feedback and Autonomy” by Oldham & Hackman), **Leadership** (characterized through Transitional Leadership, Transformational Leadership, Passive/Avoidant Leadership), **Personality, Compensation & Benefits & Employee Wellbeing** on their consequences namely, **Work Engagement, Productivity and Retention/Advocacy** so as to manage and address talent issues in a dynamic and creative work environment during the employee lifecycle in the organization. For the purpose of this study Job Diagnostics, Leadership, Personality, Compensation & Benefits & Employee are denoted as **Factors** and “Skill Variety, Task Significance, Task Identity, Feedback and Autonomy, Transitional Leadership, Transformational Leadership, Passive/Avoidant Leadership” are denoted as **Components**.

Definitions of Variables for the study

Input Variables:

The Factors mentioned above are input variables for the study

Job Diagnostics: It is an instrument based on the Job Diagnostic Survey is based on the theory, of Job Characteristics which constitutes the following 5 variables and are defined below by Hackman & Oldham that an employee experiences in the course of executing his/her job role and how it affects employee motivation:

“Skill Variety: It is the degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person.

Task Significance: The degree to which a job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large.

Task Identity: The degree to which the job requires completion of a whole, identifiable piece of work; that is doing a job from beginning to end with a visible outcome.

Feedback: The degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance.

Autonomy: The degree to which a job offers substantial freedom, independence and discretion to the individual in scheduling the work and in determining the procedure to be used in carrying it out.”

Leadership: It is commonly defined as the influencing relationship between leaders and subordinates in order to perform or achieve defined goal.

Bass et al.1990 defined *“Transformational Leaders* provide a vision and a sense of mission, inspire pride, and gain respect and trust through charisma, as opposed to a simple exchange and agreement”.

Avolio et al.1991 defined *“Transactional leaders* communicate with their subordinates to explain how a task must be done and let them know that there will be rewards for a job done well”

Passive/Avoidant Leaders demonstrate a Laissez-faire nature and are seen as not caring about their subordinates and colleagues issues. There is no liaison between the leader and the subordinates. This leadership style is characterized by avoidance of making required decisions, delay in proceedings, ignorance of leadership accountability, lacuna in leadership authority.

Personality: The Ten Item Personality Inventory (TIPI) was designed to assess the below mentioned traits as defined by the Five Factor Theory of Personality (Lewis Goldberg, Costa, McCrae 1960). The TIPI inventory as Developed by Gosling S.D et al (2003); and its 5 constituents are defined as below:

“Openness is characterized by originality, curiosity, and ingenuity.

- ? This factor is sometimes referred to as Culture because of its emphasis on intellectualism, polish, and independence of mind.
- ? This factor is also sometimes referred to as Intellect because of its emphasis on intelligence, sophistication, and reflection.

Conscientiousness is characterized by orderliness, responsibility, and dependability.

- ? This factor is sometimes referred to as Dependability.

Extraversion is characterized by talkativeness, assertiveness, and energy.

? This factor is sometimes referred to as Surgency.

Agreeableness is characterized by good-naturedness, cooperativeness, and trust.

? While this factor is most commonly called Agreeableness, it can also be seen as a combination of friendliness and compliance.

Neuroticism is characterized by being easily upset and is the polar opposite of emotional stability.

? This factor is sometimes scored in the opposite direction and referred to as Emotional Stability.”

Compensation & Benefits: Compensation & Benefits is encompass the total amount of monetary and non-monetary consideration offered to an employee by an employer in return for services rendered. It essentially, includes but is not restricted to a mix of monetary value of pay, rewards & acknowledgement, paid leave, bonuses, insurances, and any other perk an employee may receive, such as transportation, free dining, company paid events and seminars, parking etc. These need not necessarily restricted to the employee but also to his her family.

Employee Wellbeing: Factors that constitute socio-cultural, economic, education levels, family status and employee demographics are summed up as employee wellbeing.

Output/Consequence Variables:

Work Engagement: is defined by Schaufali & Wilmar as “Engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption where:

Vigor: Is characterized by high levels of energy and mental resilience while working.

Dedication: Refers to being strongly involved in one's work

Absorption: Is characterized by being fully concentrated and happily engrossed in one's work.”

Productivity: Productivity is generally defined as “the amount of output obtained per unit input employed in the form of labour, capital, equipment and more.”

Employee productivity or Workforce productivity is an assessment of the efficiency of a worker or group of workers and may be evaluated in terms of the output of an employee in a specific time period.

Since the organizations success depends on the workforce's productivity and efficiency it is an important and critical factor for the business.

Advocacy: The activity of willingly attempting to influence decisions within a socio-economic system, institution or in a political environment is termed as Advocacy. However in relation to our study we look at the definition from the employee perspective, wherein the employee promotes the organization on various forums through various media/modes of communication. A business may encourage employees to promote itself, on social media however, the most effective employee advocacy constitutes willing communicating various commendable aspects of the organization.

Retention: It is a concerted effort on part of the employers through various systems, processes and policies that address various needs of the employee thus attempting to create an environment that promotes wellbeing and encourages employees to continue their tenure with the employer.

Method

Procedure & Sample

This quantitative study was carried out with a sample of employees amongst the top 20 news print media industry in India employed in private and public organizations of different revenue levels and readership sizes.

All of the respondents were sourced from India's leading print media firms with diversified interests across all media formats & covered numerous geographies across the country.

Sr. No.	Name / Readership	Sr. No.	Name / Readership
1	Dainik Jagran 70377000	11	The Times Of India 13047000
2	Hindustan 52397000	12	Ananda Bazar Patrika 12763000
3	Amar Ujala 46094000	13	Punjab Kesari 12232000
4	Dainik Bhaskar 45105000	14	Dinakaran 12083000
5	Daily Thanthi 23149000	15	Mathrubhumi 11848000
6	Lokmat 18066000	16	Gujarat Samachar 11784000
7	Rajasthan Patrika 16326000	17	Dinamalar 11659000
8	Malayala Manorama (Daily) 15999000	18	Daily Sakal 10498000
9	Eenadu 15848000	19	Sandesh 10352000
10	Prabhat Khabar 13492000	20	Patrika 9823000

Table 1: Source: Top 20 publishing houses by readership based on the IRS Survey of 2017

Few survey respondents were selected from other media companies to eliminate potential bias and promote diversity.

There were 190 unique usable records sorted by name in ascending alphabetical order from a total of 335 sample responses.

Questionnaire was sourced from standard reference material. Additional modifications and custom questions were framed based on domain knowledge and experience from peer interaction. The questionnaire was sent out as a survey exercise to randomly selected study group, the study group was considered representative of the population (Executive, Managerial and Workman) level individuals in the print media industry).

The survey respondents filled out their responses without any interaction with each other to make it as unbiased and credible as possible.

Standard Questionnaires used were:

- **Job Diagnostics** – by Hackman, J. R. & Oldham, G. R.
- **Leadership** (Multi-Factor Leadership Questionnaire) - Bass and Avolio (2004)
- Ten Item – **Personality Inventory** - Gosling, S. D. et al
- Utrech **Work Engagement** Scale UWES - Schaufeli, W.B et al

Custom modifications were done to the questionnaires on Employee Wellbeing and for Compensation & Benefits, these were designed to ensure comparability of data, increase speed, add accuracy of recording and facilitate data processing. The survey used different types of structured questions, including multiple choice questions.

Principal Component Analysis (PCA) was used to determine the hierarchical importance of the input variables (antecedents) with respect to the consequences namely Work Engagement, Productivity & Retention/Advocacy. PCA helps to understand those components that have the most impact on the responses thereby allowing for their sequential ranking. In other words, PCA is done to identify what proportion of the variance (variation) of the response (output variable) is captured by different individual input variables and in what order. Our model assumes that all observations are IID (Identical & Independently Distributed) – which is, the participants entered their survey response without biases and independent of each other. PCA further helps to even out all biases and puts all observations and variables on an equal footing to begin with, this is followed by Sequencing, Ordering and Ranking. PCA was undertaken at both the Factor Level and at the Component Level to facilitate in defining the order and impact of input variables on the output variables.

Software used was “R” which has an inbuilt function for calculating Principal Component Analysis.

Results and Discussions

The impact in terms of the hierarchical order in which the input variables behaved on the output variables is organized below such that it would assist practitioners to address employee concerns pertaining to Work Engagement, Productivity and Retention (Note Advocacy was discarded as there is a 1:1 correlation between Advocacy & Retention).

We have discussed earlier about the importance of a competent and engaged workforce to an organization. Thus there are three major constructs that organizations adopt when it comes to manpower namely: (i) To attract and onboard competent workforce (ii) engage, train and provide the necessary tools, fair remuneration, environment and benefits with the ultimate objective to (iii) retain and keep them locked in with the organization for prolonged periods by providing them autonomy, freedom to manage their work, opportunities for both lateral and vertical growth, skill enhancement, opportunities to take on additional responsibilities and an engaging and supportive leadership. However the organization also would need to address situations when employees are attracted by competitive job offers from the industry and also from competition. This is a precarious situation for both the organization and the employee. Hence the results of the findings are interpreted under this backdrop so as to provide an insight to practitioners to address such situations.

Work Engagement

Factor Level PCA

At **Factor level** the observation made was: By hierarchical choice of the independent variables in explaining Work Engagement, Personality score is ranked first while Wellbeing score comes last. Here “*” is the hierarchical order of appearance of in terms of importance of the variable at the factor level.

JD_Score	Leadership_Score	Personality_Score	CB_Score	Wellbeing_Score
""	""	**	""	""
**	""	**	""	""
**	**	**	""	""
**	**	**	**	""
**	**	**	**	**

Table 2: Factor Level PCA for Work Engagement

Component Level PCA

No.	C&B	Salary	Wellbeing	Job Diagnostics					Leadership			Personality
				Skill Variety	Task Identity	Task Significance	Autonomy	Feedback	Transformational	Transactional	Passive Avoidant	
1												
2												
3												
4			*									
5			*				*					
6			*			*	*					
7			*			*	*				*	
8			*			*	*	*			*	

Table 3: Component Level PCA for Work Engagement

Here * is the hierarchical order of appearance of in terms of importance of the variable at the component level. At **Component Level** we observe Personality score is irrelevant. Job Diagnostics factor measured via its components – Autonomy & Task Significance in that order, Wellbeing score mentioned as a proportion of Salary, Position & Span of Control and Leadership score measured via its components – Passive/Avoidant Leadership are all defining factors.

Real Life Interpretation

The following interpretations are an amalgamation of both the factor level and component level PCA to address the 3 constructs of an employee lifecycle in the organization.

New Hire: This is at the first stage of attracting talent to the organization. Here the personality of the individual is considered as an important factor. Characteristics like Extraversion, Conscientiousness & Openness may be considered as important traits for short listing a candidate. Conscientiousness is a significant predictor of work engagement as they are characterized by strong responsibility, organizational skills, and steadiness and are more likely to drive their energy into work, complete the job, and ultimately feel a strong sense of professional efficacy” (Kim, Shin and Swanger, 2009). It also positively impacted the three engagement dimensions of Vigor, Dedication and Absorption.

Job Diagnostics characterized by Autonomy and Task Significance signify that in the job posting practitioners should clearly signify the importance of the role and the responsibilities of the position and link them to the organizations goals and objectives. This conveys to the potential employee the importance of his/her role and the responsibility that he/she shoulders in the organization. Simultaneously emphasis should also be laid on the level of autonomy (freedom in carrying out their work, position, designation and span of control) that goes with the position. This should be clearly detailed during the selection process both by the human resource practitioners and line managers. Both these component level variables should be emphasized in the job posting and also during the selection process.

Leadership is the third important variable characterized through Passive/Avoidant Leadership and Transformational Leadership. However at the initial stages of assessment and selection this may not be of prime importance to share with the prospective employee but creating a perception of an encouraging, supportive leadership that fosters mentorship and autonomy is something that creates a positive perception in the minds of the new recruit , since creativity and freedom to try out new things are valued by the prospective employee far more in the media industry than in other sectors such as Manufacturing, Banking, Telecom or IT etc..

Bench marking compensation within the industry and offering competitive salary coupled with benefits amounts to a positive step towards attracting competent talent into the organization.

Existing Employee: In case of grievance redressal given that there is time on hand, then employers could look at managing the Personality trait of the individual, provide counseling in areas pertaining to significance of task performed and how it impacts the organizations output and gradually provide higher degree of autonomy in performing the deliverables may be explored – this normally is a long drawn and more detailed process.

Employee Discussion/Review: This is the phase when the employee is in the process of deciding on his continuation in the organization and the organization is also evaluating the situation and moving towards a decision to either retain or let go of the employee. In case of the organization deciding to retain the employee then in the wake of time/resource constraints practitioners are recommended to look at the components affecting the situation that require immediate attention in the order of importance : Salary followed by Autonomy in turn followed by Task Significance and Passive/Avoidant Leadership. All these factors would need to be looked at in detail post identifying the trigger that lead the employee to move into this phase of his/her employment in the organization.

Productivity

Factor Level PCA

JD_Score	Leadership_Score	Personality_Score	CB_Score	Wellbeing_Score
** **	** **	** **	** **	** **
** **	** **	** **	** **	** **
** **	** **	** **	** **	** **
** **	** **	** **	** **	** **
** **	** **	** **	** **	** **

Table 4: Factor Level PCA for Productivity

Here “*” is the hierarchical order of appearance of in terms of importance of the variable at the factor level. At **Factor level** the following observation was made: By hierarchical choice of the independent variables, explaining Productivity, Job Diagnostics score is ranked first while Leadership score comes last.

Component Level PCA

Here * is the hierarchical order of appearance of in terms of importance of the variable at the component level. At Component Level we observe Personality score is irrelevant. Job Diagnostics factor measured via its components – Feedback, Skill Variety & Task Significance, Autonomy and Work Engagement via Vigor and Leadership score measured via its components – Passive/Avoidant Leadership and Salary being an important part of Wellbeing are all defining variables of Productivity at the component level.

No.	C&B	Salary	Wellbeing	Job Diagnostics					Leadership			Work Engagement			Personality
				Skill Variety	Task Identity	Task Significance	Autonomy	Feedback	Transformational	Transactional	Passive Avoidant	Vigor	Dedication	Absorption	
1								*							
2				*				*							
3				*		*		*							
4				*		*	*	*							
5				*		*	*	*				*			
6				*	*	*	*	*				*			
7				*	*	*	*	*			*	*			
8		*		*	*	*	*	*			*	*			

Table 5: Component Level PCA for Productivity

Real Life Interpretation

The following interpretations are an amalgamation of both the factor level and component level PCA to address the 3 constructs of an employee lifecycle in the organization.

New Hire: This is at the first stage of attracting talent to the organization. Here the personality of the individual is considered as an important factor. Extraversion, Conscientiousness & Openness, being components of Personality as per the Five Factor Theory of Personality (Lewis Goldberg, Costa, McCrae 1960) may be considered important traits for short-listing a candidate. In concurrence with Kim, Shin and Swanger's (2009) study, Conscientiousness is a significant predictor of work engagement and is characterized by the employee displaying a sense of responsibility towards getting the job done, organizational skills, invest energy into work and ultimately feel a strong sense of professional efficacy. It also positively impacted the three engagement dimensions of Vigor, Dedication and Absorption.

Job Diagnostics is characterized in the order of significance by Feedback, Skill Variety, Task Significance, Autonomy and Task Identity. At the evaluation and selection stage practitioners may want to focus their energies towards emphasizing on and evaluating the varied skills required for getting the job done and may clearly communicate the importance of the role, responsibilities and deliverables and should link them to the organizations goals and objectives. This helps the potential employee understand the importance of their position and deliverables and its impact on the organization. Further emphasis should also be laid on the level of autonomy (freedom in carrying out their work, position, designation and span of control) that goes with the position.

Leadership being the last variable in the order of hierarchy is characterized through Passive/Avoidant Leadership. Informing the prospective employee of an encouraging, supportive leadership that fosters mentorship and autonomy is something that would create a positive perception in the minds of the probable new recruit. Compensation is an important factor to attract competent talent, however it would not have any direct impact on Productivity.

Existing Employee: In case of grievance redressal given that there is time on hand, practitioners could address Personality issues by providing counseling in areas pertaining to significance of task performed and on importance of its impact on the organizations output, providing constructive feedback through the managers and gradually provide higher degree of autonomy in performing the deliverables may be explored. Further providing appropriate training and counseling in the areas of Team work, Collaboration, Time Management, Technical and Process Training focused on increasing productivity and providing the employee with tools and resources would facilitate in increasing productivity levels. The leadership could also evaluate and assess the need for appropriate trainings and providing tools, encourage, mentor and provide a safe environment where employees perceive that they have the freedom to express themselves at the peer level and also top-down in the hierarchy in the organization coupled with varied levels of autonomy would have a positive impact on productivity.

Employee Discussion/Review: This is the phase wherein both the employee and the organization is evaluating the proposition of continuation of service or discontinuation of the association. In case of the organization deciding to retain the employee then in the wake of time/resource constraints practitioners are recommended to look at the components affecting the situation that require immediate attention in the order of importance : Feedback, Skill Variety, Task Significance, and Autonomy followed by Leadership coaching and development. All these factors would need to be looked at in detail post identifying the trigger that lead the employee to move into this phase of his/her employment in the organization. However in case of low Vigor which is indicative of the lack of hunger to perform, low energy levels and diminishing morale of the individual – then this calls for tough actions to be taken.

Retention/Advocacy

Factor Level PCA(Retention)

JD_Score	Leadership_Score	Personality_Score	CB_Score	Wellbeing_Score
				*
*				*
*		*		*
*		*	*	*
*	*	*	*	*

Table 6: Factor Level PCA for Retention

Factor Level PCA(Advocacy)

JD_Score	Leadership_Score	Personality_Score	CB_Score	Wellbeing_Score
""	""	""	""	""*
""*	""	""	""	""*
""*	""	""*	""	""*
""*	""	""*	""*	""*
""*	""*	""*	""*	""*

Table 7 Factor Level PCA for Advocacy

Here “*” is the hierarchical order of appearance of in terms of importance of the variable at the factor level. At **Factor level** the observation was made : By hierarchical choice of the independent variables, explaining Advocacy & Retention -- Wellbeing score is ranked first while Leadership score comes last. It was also observed that that there is a 1:1 correlation of Advocacy and Retention .

Component Level PCA

No.	C&B	Salary	Wellbeing	Job Diagnostics					Leadership			Work Engagement			Personality
				Skill Variety	Task Identity	Task Significance	Autonomy	Feedback	Transformational	Transactional	Passive Avoident	Vigor	Dedication	Absorption	
1			*												
2		*	*												
3	*	*	*												
4	*	*	*			*	*								
5	*	*	*			*	*				*				
6	*	*	*			*	*			*	*				
7	*	*	*		*	*	*			*	*				
8	*	*	*		*	*	*			*	*				*

Table 8. Component Level PCA for Retention

Here * is the hierarchical order of appearance of in terms of importance of the variable at the component level. At **Component Level** we observe that while Wellbeing Score & Salary retain the pole position; Job Diagnostics measures in the order of importance through Autonomy, Task Significance, Task Identity & Leadership Score measured through Passive/Avoidant Leadership and Transactional Leadership are all defining variables.

Real Life Interpretation

New Hire: This is at the first stage of attracting talent to the organization. Here the personality characterized by Agreeableness, Extraversion, Conscientiousness & Openness may be considered as important traits to short list a candidate.

Job Diagnostics characterized by Autonomy and Task Significance hold a pole position and practitioners would do well by clearly signifying the importance of the role and the responsibilities of the position and link them to the organizations goals and objectives. This emphasizes on the potential employee the importance of his/her role and the responsibility that he/she shoulders in the organization. Simultaneously emphasis should also be laid on the level of autonomy (freedom in carrying out their work, position, designation and span of control) that goes with the position. This should be reiterated by the human resource practitioners and line managers detailed during the selection process and also clearly detailed in the job posting.

Wellbeing is highly influenced by Salary which is a manifestation of the position within the hierarchy of the organization/function/department/region/location, span of control (region, financial, non-financial), power to influence (internal & external), perks and benefits associated with the position. These should be benchmarked in the industry and offered to attract the best talent available to fill the position.

Existing Employee: In case of grievance redressal given that there is time on hand, then the employer could look at managing the Personality trait of the individual, provide counseling in areas pertaining to significance of task performed and how it impacts the organizations output and gradually provide higher degree of autonomy in performing the deliverables may be explored – this normally is a long drawn & more detailed process. Further providing appropriate training and counseling in the areas of Team building, Collaboration, Time Management, Skill enhancement and opportunities to grow laterally and vertically, provide autonomy in performing their work, further providing the employees with recognition and both monetary and non-monetary variables of the Wellbeing , appropriate incentivization (away from Compensation & Benefits) would help in increasing the wellbeing score. Eg.1. Travel time can be reduced/made easily accessible through common bus/cab service. Eg.2. Promotion of Flexi work time culture. Eg.3. Day care Center. Eg.4 Run referral program and provide attractive referral fees. This way you put money in the hand of the employee indirectly and generate Goodwill which will in turn increase higher Wellbeing scores and result in higher Retention and Advocacy levels.

The leadership could also evaluate and assess the need for appropriate trainings and providing tools, encourage, mentor and provide a safe environment where employees perceive that they have the freedom to express themselves at the peer level and also top-down in the hierarchy in the organization coupled with varied levels of autonomy would have a positive impact on employee wellbeing.

Employee Discussion/Review: However in case of time/resource constraints we could look at the components affecting the situation that require immediate attention in the order of importance: Salary followed by controlled level of Autonomy, emphasizing on Task Significance and providing the a more amiable manager. Further we could also look at realigning &/or reassignment of the employee depending on the gravity of the situation to improve the levels of the critical components.

Summary of findings and future research

Thus we see that the most defining input variable is Job Diagnostics through its components Autonomy, Task Significance, Task Variety, Feedback & Employee Wellbeing. Organizations can do a lot in these areas to build a loyal and engaged employee base. These variables hold the key to creating a differentiated work place by attracting competent and a motivated talent who exhibit higher levels of vigor which is associated with work engagement resulting in higher levels of productivity and retention.

Below is a chart summarizing the above discussion as a ready reckoner for practitioners, where X signifies the hierarchical degree and level of importance which the practitioners may chose to use when addressing specific employee issues:

Variables (Factor / Component Level)	Engagement				Productivity				Advocacy/Retention			
	New Employee		Existing Employee		New Employee		Existing Employee		New Employee		Existing Employee	
	(0-1 Year)		>1year		(0-1 Year)		>1year		(0-1 Year)		>1year	
	Quick Solution	Long Term Solution	Quick Solution	Long Term Solution	Quick Solution	Long Term Solution	Quick Solution	Long Term Solution	Quick Solution	Long Term Solution	Quick Solution	Long Term Solution
Wellbeing			XX						XX	XXX	XXX	XXX
Compensation & Benefits	XXXX	XX	XXXX	XXX					XXX	XXX	XXX	XXX
Job Diagnostics										XX		XX
Skills Variety		X						XXXX				
Task Identity		X		X				XX				
Task Significance		XXX	XX	X				XX				
Autonomy	XXX	XXXX		XXXX		XXX		XXX				
Feedback								XXXX				
Leadership												XX
Transformational												
Transactional				X								
Passive/Avoidant				XX				X				
Engagement												
Vigor					XXXX		XXXX					
Dedication												
Absorption												
Personality												

Table 9: Ready Reckoner

Future research can be undertaken taking into consideration employees from other media formats and industries with similar employee characteristics. Further drill down can be done on the basis of the seniority of the employee wherein a segmentation of senior level, mid-level and junior level could be assessed.

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