

EMPLOYEE ENGAGEMENT AND PRODUCTIVITY AMONG STARTUP'S IN BELAGAVI

¹Mr. Preetam U. Revankar and ²Mrs. Jyothi U. Kulkarni
¹Assistant Professor, Raja Lakhamgouda Law College, Belagavi
²Lecturer, Raja Lakhamgouda Law College, Belagavi.

ABSTRACT

Engagement is defined as a crucial element that consistently influences employees to use their skills, expertise and fosters an atmosphere where they work towards company goals and principles. In addition to outperforming their peers and giving their all at work, engaged individual employee demonstrate more involvement and are more likely to stay with the company for a longer period of time. According to Gallup's study, it states there is an association between employee engagement and its productivity such as productivity of employee, profitability, and rate of employee retention. The basic goal of this research study was to identify the significant drivers of employee engagement and productivity variables in startups from three different sectors. The study assesses the effect of employee engagement and proposes techniques for increasing engagement levels. This study assesses the amount of involvement and its influence on human capital productivity at startups and proposes techniques for boosting performance in chosen companies from the top three industrial sectors in Belagavi: small scale industries, education, and health care. According to the findings of this study, more employee engagement practices and activities can help startups significantly improve their productivity in producing high-quality products at a low cost, increase their success by lowering employee absenteeism at work, and with employee satisfaction it increases employee concentration.

Keywords: Employee Engagement, Productivity, Performance, Startups, Satisfaction.

INTRODUCTION

One of the most accessible feature of human resource is employee engagement, since it not only includes organizations and managers, but also mainly focuses on employee wellbeing and morale. Before 1980's employers considered loyalty and dedication of employees as a key strength for organization development and used to provide employment and consider them for a permanent role and responsibility. Then in 1990's a revolution began because of globalization and economy opened for global markets to come and invest in the country and also enabled Indian business fraternity to understand global markets and changes to be made locally to reach out to global markets and thereby creating a better value for their products and services. This brought a lot of change in the way organizations should act and enabled them to create a better working environment for employees to keep them engaged and add greater value to their organization. So, when markets are opened it created a greater exposure for entrepreneurs to make the required changes in their enterprises and thereby creating a better working environment for employees by keeping them engaged. During post globalizations the thought process of business leaders has changed and they have started working towards creating a better working environment for employees to deliver results and be more productive for organizations to thrive in a long run and thereby creating a better value proposition for their product or

service. An engaged employee is presumed to be known about organization environment and its dynamics. These employees are showing interest to work with co-workers and peer agencies to enhance overall outcome and create a better process and competitive advantage at market place. Organizations succeed as they develop a better working space for employees to think, to experiment and give them another chance even if they fail. This freedom created within the organization can bring in a lot of creativity to work and by creating world class products or services. If organizations focus on creating a better employee experience, employees will focus on creating a better customer experience and by creating greater value for their product or service in the market space.

Employee engagement gives power to organization and the employee since it is directly linked with the productiveness of an organization and the individual employee. Employee productiveness can lead an organization to deliver better products and services and increase their profit. Performance in today’s organization is measured through their productivity and can apply in organizations on their goal setting, reduction in their expenses, allocation of resources, and development with growth forecast.

CONCEPT OF EMPLOYEE ENGAGEMENT:

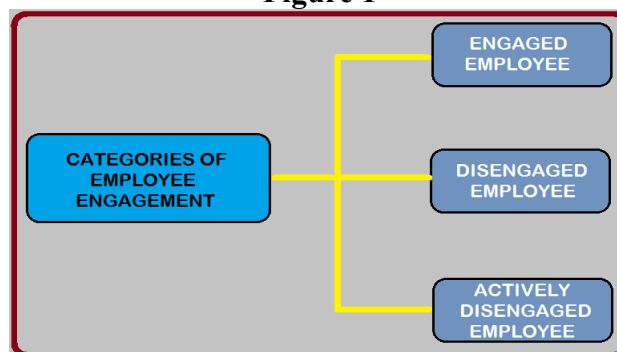
Engagement is defined to be an critical component, it has a consistent impact on the employee to make them utilize their skill, knowledge and create a supportive working environment for working towards organizational objectives and morals. Employees who are engaged with the organizational policies have a positive opinion and they maintain a sense of connection with organization and willing to spent their time and efforts in their role and for the entire organizational benefit.

Engaged employees show more involvement when they are in the organization for an extended time period, while performing better than their co-workers and contributing their efforts completely at their workplace and which in turn will affect the organization's bottom-line growth through their commitment and dedication.

CATEGORIES OF EMPLOYEE ENGAGEMENT

Employees are categorized into three groups according on their level of engagement.

Figure 1



Source: Researcher developed form literature

1. **Engaged Employees:-** they are creators for the organization as they possess high enthusiasm to know about their roles and responsibilities to tune them accordingly and progress in contributing high-level efforts and utilizing their skill set and talent in their everyday work.
2. **Non-Engaged or Disengaged:-** This type of employee will only concentrate on their tasks rather than working towards organizational targets and their objectives. They don’t show up enthusiasm and are not ready to invest their efforts and time at the

workplace. This type of workforce does not concentrate to maintain productive relationships among their coworkers and employers in the organization and doesn't involve themselves in development and growth of their organization.

3. **Actively Disengaged**:- Organization struggle to meet their objectives and succeed in this competitive business environment because disengaged employees do not carry out their roles and responsibilities at the workplace in a correct way and mainly for the reason that employees are unhappy with the organization practices and policies at work and almost negligible in the process of organizational growth and disengaged employees negatively move their organization.

CHARACTERISTICS OF ENGAGED EMPLOYEES

Robinson, Perryman, and Hayday (quoted in IES, 2003) considers an engaged employee with the following characteristics:

- Employees who are emotionally devoted in their work and the company are said to be engaged.
- Employees that are engaged exhibit a stronger commitment to both organization and their work.
- Create a favorable work environment and show respect for fellow staff members.
- Work together with their peer group to accomplish tasks efficiently.
- Engaged employees perform beyond their employers expectation.
- Engaged employees perform their work in consideration of organization's aims and objectives.

IMPORTANCE OF EMPLOYEE ENGAGEMENT

According to reports, successful tactics such as engagement may help a business manage, recruit, nurture, retain, and appreciate its people resources. Human resource managers face a challenging task in creating and maintaining a healthy work environment that motivates people to do their jobs and choosing the appropriate personnel in the right places. The following are some of the advantages of employee engagement:

Employee engagement is an innovative concept that increases employees' favorable views toward their jobs.

- Engaged personnel work passionately and enthusiastically to complete tasks.
- Employee engagement promotes enthusiasm, dedication, and alignment with the organization's plans, goals, and objectives.
- Employees that are engaged devote their complete attention and excitement to their work while also caring about the organization's future.
- Employees that are engaged appreciate the importance of providing a pleasant customer experience and are more likely to express this dedication by providing high-quality products and services.
- Engaged employees are not only satisfied with their jobs, but they also transfer that satisfaction into increased productivity and profitability for the firm.
- Employees with a greater degree of job engagement are more confident and have a better relationship with their employers.

TEN C'S OF EMPLOYEE ENGAGEMENT

Crim and Seijts (2006) analyzed how leaders influence their workers' ideas, emotions, and hands. They refer them as the "Ten C's of Employee Engagement." The following fig. 2 shows Ten C's:

Figure 2. Ten C's of Employee Engagement



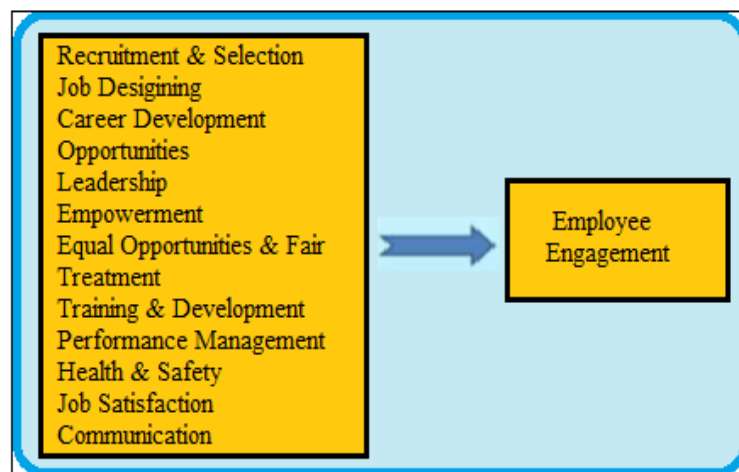
Source: Crim and Seijts, (2006).

- **Connect:** Managers must show appreciation for their employees. Employee engagement is strongly associated with managers' contact with their workers. Employers should thus establish effective communication with their employees.
- **Career:** Managers must create opportunities for employees growth and development. Employee advancement in their careers relies significantly on proper training and induction programs.
- **Clarity:** Managers must clarify the organization's goals and objectives. Employees' clarity of goals and objectives is critical to the organization's performance. Every organization's success is dependent on employees' understanding of its aims and objectives.
- **Convey:** The managers must communicate what they expect from their employees and offer feedback on the performance of their employees. Active leaders put effort every day to enhance their employees performances.
- **Congratulate:** The employees who are provided by the response as feedback in areas which they are falling short, they must also be rewarded, recognized & acknowledged for outstanding performance.
- **Contribute:** The employees are satisfied and inspired when their work contributes in attaining organizational objectives in a significant way. As a result, managers must outline how employees can help the firm achieve its goals and objectives. Active leaders help their people realize and understand how they contribute to the organization's achievement of goal.
- **Control:** Another very important function of management is control. It is a procedure that determines if a company is going in the right direction or towards its goals and objectives. Leaders should have the ability and quality to govern the organisation.
- **Collaborate:** Employees perform best when they work in groups and they need to have trust and cooperate with their coworkers. Good leaders establish teams and they form an environment that foster a culture of trust and collaboration.
- **Credibility:** Leaders should work hard to preserve the organization's image while upholding strong ethical standards. People desire to feel proud of their work, performances, and organization.
- **Confidence:** Good leaders help to contribute to organizational confidence by creating high ethical and performance standards.

ENCOURAGING FACTORS OF EMPLOYEE ENGAGEMENT

Employee engagement is currently the most important priorities for human resource practitioners and senior management in every organisation. Engaging employees will keep them motivated and proficient at their jobs. These talents will diminish if the organization does not employ them on a regular basis. To increase employee engagement, human resource managers should foster strong relationships with employees and maintain clear, honest, and reliable communication throughout the firm. However, the components of feeling valued and involved, as well as the relative intensity of each aspect, are likely to differ from organization to organisation.

Figure 3. Encouraging Factors of Employee Engagement



Source: Author's observations based on an examination of the literature

1. Recruitment and Selection

Recruitment focuses on recruiting and inspiring individuals for applying for jobs in the organisation, whereas selection is concerned with finding the suitable person for a certain job. The recruiting and selection process entails discovering right employees, extending them the job offers to them, and attempting to encourage them to accept the offers.

2. Job Designing

Job design is concerned with the type of role for which a particular individual is recruited. If the job design is customized according to the employees preference, the employee will definitely be engaged. Employees find their jobs relevant and appealing because they offer diversity and challenge, which affects their level of engagement.

3. Career Development Opportunities

Career development promotes employee engagement by holding back the most skilled and capable individuals and giving chances for personal development. Employee career development is systematic, organized phenomena that involves a deliberate effort to strike a balance between the demands of the organization's employees and their career goals.

4. Leadership

A leader should have the ability and quality to boost employee engagement, but without the effective leadership, a business organisation cannot endure for long time. Leaders must therefore enthusiastically demonstrate the organization's principles and ambitions.

5. Empowerment

Another leading factor of employee engagement is empowerment. If more of the employees are involved in decision-making, employees shall be more driven to do their jobs and shall be motivated towards work and strive to enhance their participation. Leaders who are highly

engaged at workplace provide a trusting and inspiring atmosphere in which workers are stimulated to provide feedback and unique ideas to help the firm go forward.

6. Equal Opportunities and Fair Treatment

To determine the degree of employee involvement, a fair assessment and appraisal of an employee's performance is crucial. It has to be truthful and impartial. If the firm has a policy of equitable treatment for all the employees, such policies attracts and motivates individuals to do their jobs.

7. Training and Development

Learning new abilities and skills may generate interest in previously unimportant elements of the job. Training provides workers with the information and necessary abilities to execute their jobs effectively. Workers who gain new skills through training are more likely to be fully involved in their work because they get a sense of accomplishment when they master new tasks.

8. Performance Management

The practice of establishing an environment at work where people may perform to the best of their knowledge, skills, and talents is known as performance management. Performance management refers to an employee's whole work system, which begins with their appointment and concludes when they leave the firm. The performance management system comprises selecting competent personnel, providing effective training and orientation, instituting a remuneration and recognition system, and career development possibilities.

9. Health and Safety

Organizations must care for their employees health and safety so as to encourage and motivate employees at work. Employee engagement level shall be less if organisation does not prioritize and give required consideration to the health and safety of their employees. Employees must feel confident while functioning in the organisation. As a result, every organisation should create and implement suitable techniques and processes to ensure the health and safety of its workers.

10. Job Satisfaction

Job Satisfaction is "a positive or pleasurable emotional state resulting from one's own appraisal of the job or of one's own work experience." It reflects employee's opinions and various components of their job. Employees that are satisfied with their jobs perform better and are more committed. Therefore one of the most influential element in employee engagement is job satisfaction.

11. Communication

Retaining an employee and engagement of employee depend on effective communication. Approachable, two-way communication, and employee involvement in taking certain decision are important for engaging and retaining talented employees. It is critical to the organization's seamless operation and serves as a motivator for personnel. Communication within the organization, should occur both up and down the hierarchy, using the right and suitable channels.

THEORIES AND MODELS OF EMPLOYEE ENGAGEMENT

Kahn Model of Employee Engagement

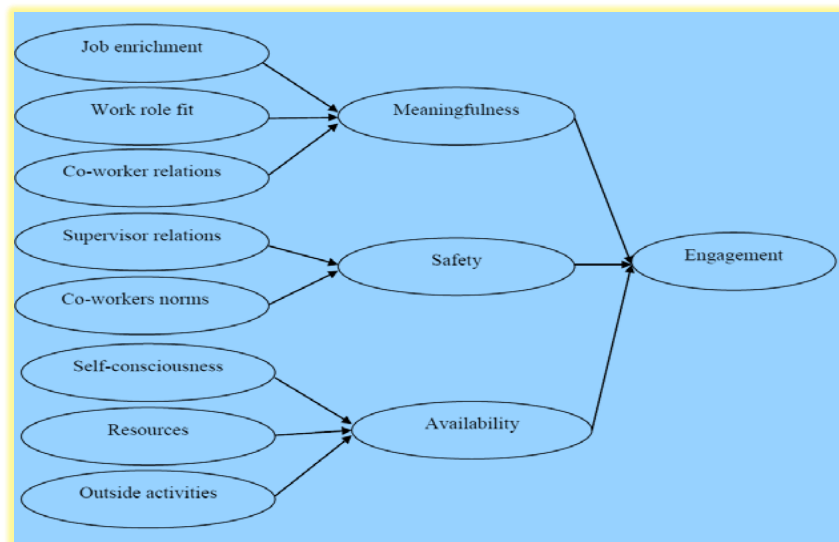
The term employee engagement was first introduced and defined by academic researcher Kahn (1990) as "the simultaneous employment and expression of a person's "preferred self" in task behavior's that promote connection to work and to others, personal presence and active full role performance." The first grounded model of employee engagement and disengagement was created by Kahn. According to the Kahn model of engagement, employees may be involved on three levels: physical, emotional, and cognitive. Three different

psychological conditions—meaningfulness, safety, and availability—have an impact on these three levels.

Kahn has also discovered that workers were more engaged at work in conditions that provided them with greater psychological significance and safety, as well as greater psychological availability. Additionally, he examined the significance of the three psychological conditions—meaningfulness, safety, and availability—in understanding why an individual becomes involved in their work. He described significance as the favorable & positive "sense of return on investments of self in role performance", secure & safety as the capacity to reveal oneself "without fear or negative consequences to self-image, status or career" and accessibility as the "sense of possessing the physical, emotional and psychological resources necessary" for the task to be completed. All of these psychological factors are positively associated with employee engagement.

An pragmatic test of the Kahn model (May, Gilson, & Harter, 2004) revealed that meaningfulness, safety, and availability had a substantial impact on employee engagement.

Figure 4. Analytic Framework of Engagement



According to Kahn, coworker relationships, work role fit, and workplace enrichment were all favorable elements of meaningfulness. Coworker rewards and encouraging supervisor-subordinate relationships improve safety and self-awareness; outside activities and resource availability were also favorable indicators of psychological availability.

Saks Model of the Antecedent & Consequences of Employee Engagement

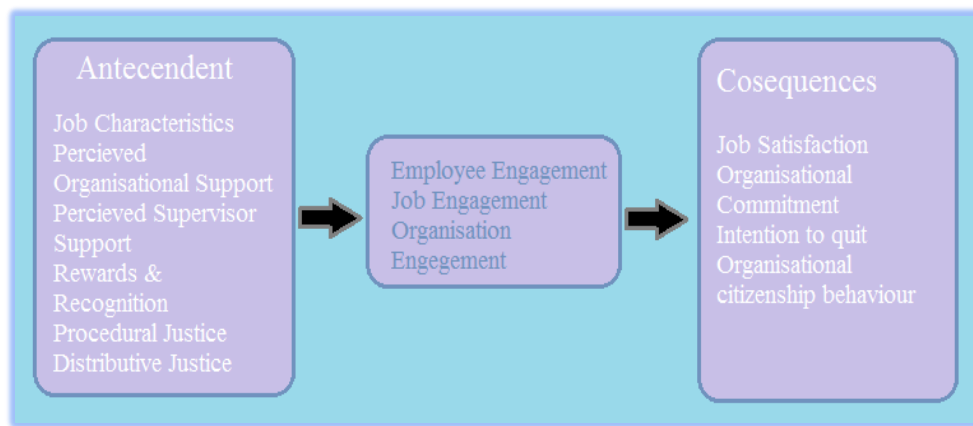
Saks (2006) conducted research to evaluate a model that explains the origins and consequences of organizational and work engagement. The social exchange theory served as the foundation for this idea. Saks found that there are differences in the traits that contribute to organizational and work engagement. As per this model, the implications of work engagement and organizational engagement are distinct. Saks' test results revealed that:

- The concepts of work engagement and organization engagement differ significantly from one another.
- Numerous factors, including work features, perceived supervisor and organizational support, rewards and recognition, distributive and procedural fairness, and rewards and recognition, are known to influence both job engagement and organization engagement.

Engagement in the job and the organization is positively correlated with support from the organisation.

- Job engagement is substantially predicted by job features.
- An significant indicator of organizational involvement is procedural justice.
- Individual repercussions are linked to both job engagement and organizational engagement.
- Significant correlations exist between work engagement and organization engagement and job satisfaction, organizational commitment, quit intentions, and organizational citizenship behavior.
- The link between antecedent factors and the outcomes of employee engagement is mediated by job engagement and organization engagement.

Figure 5. Saks Model of the Antecedents and Consequences of Employee Engagement



Saks (2006) also argued that further study is necessary in the developing topic of employee engagement. Human resource strategies, such as flexible work schedules and training and development initiatives, are among the other factors that are crucial for job and organizational engagement.

PRODUCTIVITY

Adam smith was the person who introduced productivity. And the productivity was related to work by reducing the cost heads and increasing bottom lines while focusing on the use of technology and reducing tiredness. Today productivity is related to employee performance on his assigned task and its effectiveness on the organization's growth. Performance in today's organization is measured through their productivity and can apply in organizations on their goal setting, reduction in their expenses, allocation of resources, and development with growth forecast.

Employee productivity depends on the knowledge of an employee over the asset management in organisation. It is recognized that there exists interconnectivity among employee engagement and productivity. Employees understanding of the term productivity in an organization also affect the level of engagement. There are four key parameters on which employee engagement is dependent one is the culture of an organization, the performance of an organization, policies focused on employee development, and continuous reinforcement.

IMPORTANT FACTORS OF PRODUCTIVITY:

Employee engagement plays vital tasks in organizational success. It can be forte for employee performance, organizational output, and turnover. Several employee engagement drivers are leading the productivity of an organization. Here discussed the six most prominent factors for employee engagement which highly leads the productivity.

- 1. Opportunities for Development:** Large productivity is linked with the skill sets and the core competency in their workforce. These will enable the organization to deliver quality output in their products or services. Manufacturing companies must train their employee both from the behavioral front and the technical front to achieve the desired output. This kind of training will not only influence the quality of the output but also employees get motivated as they develop their skill sets. Provide opportunities to deal with the problems that they meet and find suitable solutions to tackle those problems and allow the process to flow. Organizations have to develop a culture that develops a positive attitude in their employees which directly affects the organization's output.
- 2. Quality of Life:** Physical environment is an essential factor for every employee being safe and healthy. That boosts the employee most energetic. Organizations should focus on developing a physical working ecosystem to propagate the organization's growth. As well, the organization should access the employee with proper reason to balance both professional and personal works. It helps to improve the employee's quality of life.
- 3. Working Environment:** Organizations should have their prime focus on developing an ecosystem that will motivate employees to involve themselves at work and it is also observed that the lighting arrangements, working temperature, organizing the desks, and work stations are of prime importance and will have an impact on the operational environment.
- 4. Compensation:** Compensation is a crucial factor to motivate employees to involve themselves at work. These compensations depend on the organization's nature of business and the available skill sets can develop organizations to scale up their business. So, the compensation structure is designed by the human resource team that is directly linking with employee productivity.
- 5. Organizational Climate:** Organizational climate depends on actions and steps taken to keep a healthy relationship with the stakeholders, vendors, and its entire supply chain. Major factors that contribute to this are work delegation activities and developing a flat organization where reporting can be made transparent, organizational vision, and mission. All these will directly impact on productivity of company.

STARTUPS:

A startup enterprise is a business which is new and rapidly-growing firm that is ambitious to reach the market necessity by providing innovative products or services. The word startup is redefined as a form of entrepreneurship while being a juvenile organization had incorporated to come forward or it can be a new venture or a new company or a new partnership firm to reach a scalable business.

According to the updated notification G.S.R. 364(E), which was released on April 11, 2018, the following organizations will be regarded as startups:

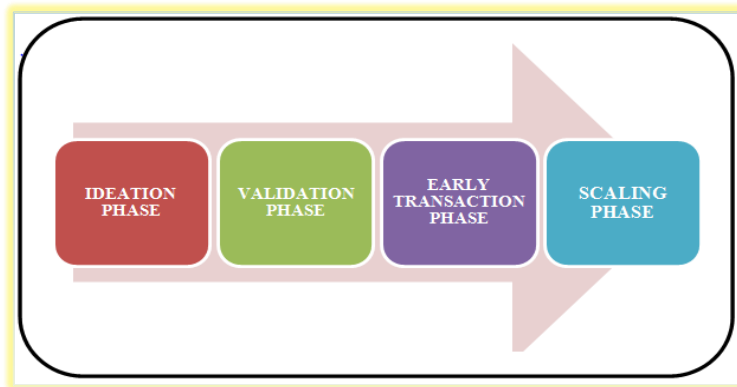
An organization may be established in India as a limited liability partnership (under the Limited Liability Partnership Act, 2008), a private limited company (as defined by the Companies Act, 2013), or a partnership business registered under section 59 of the Partnership Act, 1932.

- Maximum of ten years from the date of incorporation.
- If the company's total revenue within any fiscal year since its registration or incorporation has not surpassed \$1 billion.

- Focusing on innovation, process, product, or service improvement, and a scalable company model with a strong potential for income growth or employment creation.

PHASES OF START-UP LIFE CYCLE:

Figure 6. START-UP LIFE CYCLE



Growth of startup have four important phases. Those are

1. Ideation Phase
2. Validation Phase
3. Early Transaction Phase
4. Scaling Phase

1. **Ideation:** This is an initial phase in the startup life cycle. This phase entrepreneur needs to identify the problem and needs of the customer in the market place and also find the opportunities to navigate the business models and overcome those problems by attending the customer requirements. In this stage, entrepreneurs explore the enterprise related models, practices, activities, and systematic plan prepared by entrepreneurs to generate the business. In this phase focus on finding a suitable opportunity to start the business and deciding on the structure start-up plan. They need to identify the funding sources for starting the company to progress in the longer run.
2. **Validation:** An entrepreneur uses assumptions to "prototype" a workable solution. These assumptions are then validated with a small group of target audience for proper feedback related to product or service. The funding is done through self-investors, or financing from the governments for research or prototype development. Access to incubators and mentors can help in understanding the culture, purchasing power and customers to develop a product which can fit in to that particular market.
3. **Early traction stage:** With feedback from the customers and brainstorming sessions we can understand the demand for a particular product or service. Retaining customer defines product acceptance in the market. Startup attracts more customers by crowd funding, angel investors and seed grants from the government. The early stage financial support helps start up from "avoiding valley of death".
4. **Scaling stage:** At this stage, process is well defined and business has a firm establishment so entrepreneurs need to build a business that attracts repeated customers and develop a market with proper marketing and distribution channels and shall try to expand their business while looking for more opportunities in different geographies and

markets. This kind of an expansion should have a strong funding support from venture capitalists (VC) and other financial institutions.

IMPORTANCE OF STARTUPS:

- 1. Self Employment:-** In case of self employment, a person is his own master, and he has the potential to accomplish something creative, innovative, and unique. Creates employment for others; working for oneself encourages initiative and task completion achievement.
- 2. Employment Generation:-** Employ labour-intensive technologies to increase job opportunities. Startups may be placed anywhere, so they can give jobs to individuals near their homes as well.
- 3. Optimum use of Capital:-** These startups when compared to large-scale firms, they require less capital. They provide both a high production capital ratio and a high employment capital ratio, which acts as a stabilizing influence in the context of the capital-scarce Indian economy.
- 4. Facilitate Entrepreneurial Development:-** Startups employ entrepreneurial talents more efficiently and productively. This industry creates more job prospects with relatively less capital investment.
- 5. Quality of Life:-** Globalization has opened many opportunities for business to negotiate across the globe. Young entrepreneurs are marketing their ideas and business models to generate capital that can allow them to expand their business and cater to larger markets. Quality of life is a one of the important factor why young minds are venturing in to start ups.
- 6. Recognition:-** According to need hierarchy theory, it is one of the needs. Every individual wants identification. Hence setting up the startup give the same

START-UP'S IN INDIA – AN OVERVIEW:

India has shown a great commitment to developing as a global destination for startups to come and invest in the country. This has created governments to ease the doing of business in their respective states and also create a better startup ecosystem. On 2015, Prime Minister Modi has announced more initiatives at the red fort through start-up India, and on 2016 it was officially announced the prime focus of the government is to afford maximum help and support for innovative and creative ideas to start their new business venture. The government is providing its support through finance, economic, social, technology as well as environment by launching various schemes.

According to 2018 reports India has become 3rd largest startup ecosystem globally as one of the biggest consumption markets in the world. Government of India has introduced Startup India Scheme to generate employment and to empower entrepreneurs with innovative and creative ideas by providing them with financial support. Before launching of startup India schemes India was in 3rd position with 4,400 startups worldwide. But, now India is recognized as the 2nd largest country towards development of startup eco-system in the world with 20,000 startups.

STARTUP CULTURE IN BELAGAVI:

Karnataka is today known as a startup hub, but 100 years ago, Baburao Pusalkar of Belagavi pioneered the startup culture with his garage in the Camp area, followed by the Belgaum Electro Motors company. BabuRao Pusalkar, an ambitious entrepreneur, established a small plant in Belagavi more than a century ago, and since then city has developed as hub for

foundries and hydraulics units. This city today has a big number of crankshaft, industrial castings and forging, machinery, hydraulics, and aluminum manufacturers.

Belagavi, the rapidly developing fourth-largest city in India, offers superior infrastructure for both existing and creative firms across several main sectors.

In addition to other industries like leather, clay, pottery, and soap in Belagavi to have a presence in the city, the city is also considered a trading hub for manufacturing companies, educational institutions, banking sector, grain production, sugarcane, textiles, tobacco, oilseed, and dairy goods. This presents an opportunity for venture capitalists interested in a lucrative endeavor.

OBJECTIVES OF RESEARCH:

The following goals were created to learn more about productivity and employee engagement in Belagavi's startup community. The objectives that follow provide specific steps that the researcher should pursue. Furthermore, these goals provided a clear description of the activities.

1. To identify the different employee engagement drivers in startups.
2. To examine on employees perception towards engagement drivers affect their degree of engagement.
3. To examine employees opinion about the level of involvement impact startup and employee productivity.
4. To compare the productivity and employee engagement drivers of the manufacturing, education, and health care industry sectors.

SOURCES OF DATA:

Primary Data:

The current study is based on an opinion survey method. A questionnaire was used to gather the main data. The researcher amended and changed earlier researchers' questionnaires to fit the present study while creating the question questions.

Secondary Data:

Secondary data was collected by the researcher from newspapers, blogs, startup reports, publications, reports, websites, research articles, manuals, and business magazines.

Sampling Technique / Size:

The survey was conducted on the basis of sampling method. The target sample of 200 small scale industries for the study involved different places in Belagavi. Data was gathered from workers in a variety of industries, including front desk, engineering, production, auditing, maintenance, and management teams. A pilot study involving twenty small-scale enterprises was carried out in & around Belagavi,. The pilot study is essential for improving the quality and efficiency of the main study.

FINDINGS:

1. From this study, it was found that employee engagement is highly influenced by factors such as growth prospects, working environment, compensations and assistances, and job type. It has also had an influence on both startup and employee productivity.
2. This study also found that providing comfortable working hours, job suitable for qualification and offers growth opportunities, ideas respected by manager, providing clear roles and responsibilities, supporting to acquire skills, providing health and safety norms at workplace have impact on degree of employee engagement.

3. Majority of the respondents said that education services startups are providing better working environment practices than manufacturing and health care startups.
4. According to the study, opportunities for growth and development are a key component that determines employee engagement.
5. The majority of respondents seem to agree that increasing employee engagement has a significant positive influence on raising productivity levels. It implies that a high degree of employee involvement has a significant influence on increasing startup productivity.
6. Compared to startups in the education and healthcare sectors, employee engagement drivers had a greater influence on the degree of employee engagement in manufacturing companies.
7. As per this study, the employee productivity is very high in manufacturing and health care industry sector startups than education industry sector startups.
8. According to the study, in three chosen sector startups, the degree of employee involvement had a moderate influence on both employee and company productivity. Startups in manufacturing, as opposed to education and healthcare, had a greater impact.
9. This study indicates that Health Care and Education industry sector startups are providing practices perfect nature of the job to keep the employee engaged than manufacturing sector startups.
10. The factors that are almost certain to benefit workers in their place of employment and are thus referred to as the "working environment." This element implies that maintaining and raising employee engagement levels requires a certain kind of working environment.

CONCLUSION:

Findings of this study indicate that startups can achieve notable gains in productivity in producing high-quality, reasonably priced products, as well as increased success through decreased employee absenteeism and increased employee satisfaction through increased employee engagement practices and activities. An engaged worker can connect on three levels—emotionally, physically, and behaviorally—at work to foster innovation and creativity that will accelerate the company's growth. Employee engagement drivers are expected to increase employee engagements level, on the bases of correlation between productivity and employee engagements. The degree of employee engagements boosts startup and productivity.

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