

An Empirical Study on Identifying Employee Engagement Factors for Productivity in Startups

Dr. V. DEEPTI

**Department of Business Management,
Sri Padmavathi Mahila Viswavidhyalay,
Tirupati, Andhra Pradesh, India.**

Prof. T. SOBHA RANI

**Department of Communication and Journalism,
Sri Padmavathi Mahila Viswavidhyalay,
Tirupati, Andhra Pradesh, India.**

1. INTRODUCTION:

We are hearing the word 'Startup' in the Indian corporate world from the past few years with the launch of Prime Minister's ambitious Start-up India mission in 2016; it seems that India is progressing to become the next big start-up nation. Never before in the history of India, many dominant forces have gathered together to promote start-ups and facilitate them to prosper globally. In the past few years, the Indian start-up ecosystem has seen a mammoth growth, despite several roadblocks, adoption of play-to-win approach by the young and enthusiastic entrepreneurs was an all-time high. The Indian government is providing more opportunities for first generation entrepreneurs to build a start-up for economic growth in India. But, these opportunities and challenges are creating start-ups in India but are not surviving in the long run, due to several issues both internally and externally in the corporate ecosystem. There are different factors to consider on the overall success of a start-up, such as; operating costs, marketing, the economy, advertising, and most importantly human resource. However, even start-ups that hire the best employees can have problems if they are not properly engaged, and taken care of.

1.1 Employee Engagement: -

William H. Kahn (1990) says that, The harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.”[1]

According to The International Survey Research (ISR), Employee engagement as, “a process by which an organization increases commitment and continuation of its employees to the achievement of superior results.” The ISR separates commitment into three parts; cognitive commitment, affective commitment, and behavioral commitment or think, feel and act. [2]

1.2. Start-up:

As per the revised notification G.S.R. 364(E) published on 11th April 2018, an entity shall be considered as a Startup:

- If it is incorporated as a private limited company (as defined in the Companies Act, 2013) or registered as a partnership firm (registered under section 59 of the Partnership Act, 1932) or a limited liability partnership (under the Limited Liability Partnership Act, 2008) in India.
- Up to ten years from the date of its incorporation/ registration; ten years from the date of its incorporation/registration.
- If its turnover for any of the financial years since incorporation/ registration has not exceeded Rupees 100 crores.
- If it's working towards innovation, development or improvement of products or processes or services, or if it is a scalable business model with a high potential of employment generation or wealth creation.

Provided that any such entity formed by splitting up or reconstruction of a business already in existence shall not be considered a 'Startup'. [6]

1.3. Linking Between Employee Engagement Driver and Level of Employee Engagement:

Business groups always focused on improving customer experience but how about employee experience in an organization it is understood that There is huge correlation between Employee Engagement drivers and level of employee engagement.

Temkin group in their study on employee engagement had showed that firms which are able to provide better customer experience has one and a half times as many engaged employees than the firm which doesn't engage their employees.

Employees should be segmented based on their needs and wants by grouping people in to small clusters and organize the groups based on their Job title, Business operation, departments and geography. Companies focus should be on designing Employee experience based on their desires and drivers.

All employees don't look for same development opportunities, recognition and rewards. They differ basis of their interest and the kind of rewards that creates a greater value in their career growth.

So organizations should focus on developing & designing drivers to keep their employee engagement intact to create a better customer experience.

Employee engagement is believed to be associated with emotional, cognitive and behavioral patterns. The emotional pattern is a feeling of employees about their organization, their superiors, and their colleagues and subordinates. Cognitive engagement is a belief of an employee towards his organization, superiors, colleagues, and subordinates. The behavioral aspect is the value-added component characterized by the effort put in by an employee into his work such as brainpower, extra time and energy.

1.4. Fit Between Level of Employee Engagement and Productivity:

Productivity is defined as the ratio between output to input. It means how effectively one organization produces product or service by using man, machine, raw material, labour, technology, and technical knowhow
Equation of productivity = Output / Input

Productivity depends on various factors such as raw material, better infrastructure, amount of capital employed, environment in which they operate, and organizational culture, nature of business and geographical position of the organization and upon this organization are looking for skilled manpower with high level of engagement at work.

In any organization, there is a positive link between Employee Engagement and productivity according to experts opinion, whenever an organization inculcates practices like Strong leadership, proper compensation, clarity in their role, Quality of job, Technology, Responsibility, Training and development, health and safety, Retirement benefits, Feedback system, Teamwork, Working environment, Welfare amenities, Shop floor safety arrangements and Skill based job allocation to their employee with all these parameters at place there is a high probability that employees become highly engaged at their roles and responsibilities and also helps to improve the level of Employee engagement at three different level such as physical, emotional and cognitive. This level of employee engagement will have a direct impact on both the productivity of an employee and their organization.

2. REVIEW OF LITERATURE:

I. Start-up:

Evers, N. (2003), explored the Problems and the challenges faced for setting up a new venture. Most of the startups could not reach the Establishment phase and many startups were windup wined up within one year after the incorporation because of lack of business, experience is one of the major challenges for the failure of the Startups has to undergo and new business as a startup in 5 phases i.e 1. Idea Formulation, 2. Recognizing the Opportunity, 3. Pre-Start-up planning and Preparation, 4. Entry and Launch and 5. Post entry Development and framework for the process of Startups by using literature reviews. [7]

Pandey, N. K. (2018), His study claims that Bangalore had create the best startup ecosystem better than Mumbai, New Delhi and Chennai, based on the dataset, and his study explores that Startup Ecosystem that is very similar to the environment we live in that includes both internal and external environment, and internal environment factors like human resource, availability of skills and organizational capabilities that influence the external environment factors like financial climate and Marketing for Startup to thrive. Moreover, the study was developed as an Ideal Model for startup ecosystem. This model depicts that six major organizations and institutions are joining to develop the

startup ecosystem in India like support organizations, Big Companies, Universities, Research Organizations, funding organizations, and service providers.[14]

II. Employee Engagement and Productivity:

Hewitt (2004), better outcomes can lead a business to sustain in a longer run. Huge Research studies have found that there is a statistical positive relationship between employee engagement to enterprise productivity, employee retention, profitability, safety/security, and customer satisfaction. [15]

Macey and Schneider, (2008), the major work on employee engagement presents it as an emotional state (e.g. obligation, attachment, passion, etc.), a performance construct (e.g. role performance, effort, observable behavior, organizational citizenship behavior, etc;) or an attitude. [16]

3. RESEARCH METHODOLOGY:

3.1. Research Gap:

Based on this literature review there have been numerous studies on employee Engagement and Productivity. But most of those studies were on established in IT and manufacturing companies, so it is understood that, there is a huge scope for research in the domain of impact of employee engagement on productivity of startup. The following Research gaps were identified and will be addressed through this study based on the Literature Survey:

- No Studies were found on contemporary methods of worker Engagement Practices accompanied with the aid of start-ups.
- There was no studies on Employee engagement and productivity in start-ups
- Association between the employee engagement and boom of start-ups.

3.2. Research Questions:

Based on the above-stated research gap, the following research questions are being prepared to fill the Research gap.

- What are the key drivers of employee engagement drivers in startups?
- What is the employee perception towards the impact of drivers of Employee Engagement on level of Employee engagement?
- What is the employee perception towards the impact of level Employee Engagement on Productivity of Startups and Employees?

3.3. Research Problem:

Numerous start-ups are competing to thrive in this volatile and ever challenging business environment. It is well known that the most important asset for any start-up is its human resource. "A start-up is only as good as its human capital". Without knowledgeable, dedicated, motivated and engaged employees, any start-up cannot function properly or run efficiently in the current market space. There are numerous issues in the startup ecosystem both internally and externally for the organizations to thrive, such as; operating costs, marketing funds, the growth of the economy, advertising funds moreover human capital. However, even start-ups that hire the best employees can have problems if they are not properly engaged and involved and will have a direct impact on employee productivity as well as start-ups productivity.

So, employees need a driving force that makes them feel good about their roles in their respective organizations so as to perform better with better results. Some employees are engaged by monetary terms while others find recognition and rewards more engaging. Engagement in the workplace has a direct impact on employee productivity. So, Start-up's growth depends upon how well their employees are engaged at their work.

The present study is to examine various employee engagement drivers utilized by start-ups across Bangalore city and impact of Employee engagement drivers on level of employee engagement, level of employee engagement on the productivity of both employees and startups.

Table:2 Enlightenment of the Research Problem

Industries For the Analysis	Fast Growing industries
Characteristics of Interest	Employee Engagement and Productivity
Research Area of selected tartups	Bangalore City

3.4. Need for the Study:

With the launch of the Prime Minister's ambitious Startup India mission in 2016 with more focus on increasing the growth rate of the Indian economy and creating more employment; it is understood from the recent trends that India will become the next big startup nation. Never before in the history of India, so many dominant forces have gathered together to promote startups and facilitate them to prosper globally. In the past few years, the Indian startup ecosystem has seen a tremendous growth, despite several roadblocks, adoption of play-to-win approach by the young and enthusiastic entrepreneurs were all time high. According to NASSCOM Startup India Report 2015, India was ranked at 3rd place as a Startup Hub globally with more than 10,000 (approximately) Startups. According to the Indian Startup ecosystem in October 2018, India has witnessed an impressive growth with the Recognition of 14,600 Startups from the past few years and hence India is one of the fastest growing startup landscapes in the world that is spread across 479 districts in all 29 states and 6 UTs. Prime Minister Shri. Narendra Modi announced initiatives for growth of the Startup in India by the launch of "National flagship initiatives – Startup India" in 2015, in that initiative Human Capital and Workforce are one of the main pillars for startup to thrive in the current ecosystem. Retaining and engaging talented professionals are the most challenging and competitive activity among Startups. The existing literature of Employee Engagement focuses on factors of employee engagement in large scale companies and no studies are available for readers in Startups. Hence the main focus of this study is to identify the Drivers of Employee engagement in Startups and also explain the impact of Employee engagement on the productivity of the employee as well as the startups. It helps HR Managers in the startups to implement employee engagement practices and Strategies with major emphasis on employee demands and this helps to enhance the level of Employee engagement in startups.

3.5. Objectives of the Study:

The following objectives were designed to study about employee engagement and productivity among startups in Bangalore city to fill the research gap.

- To identify the Various drivers of employee engagement in start-ups
- To Study on employee perception towards impact of engagement drivers on the level of employee engagement
- To ascertain the employee's opinion towards level of employee engagement impact on productivity of both employee and Start-up.
- To conduct the Comparative analysis of Employee engagement in top 3 Industries of Startups.

3.6. Research Hypotheses

Three types of hypotheses were formulated based on objectives. Those were presented below:

Hypotheses of the Study: The Recognition of the problem and development leads to a set of assumptions or statement which needs to be examined and inferred in the due process of research.

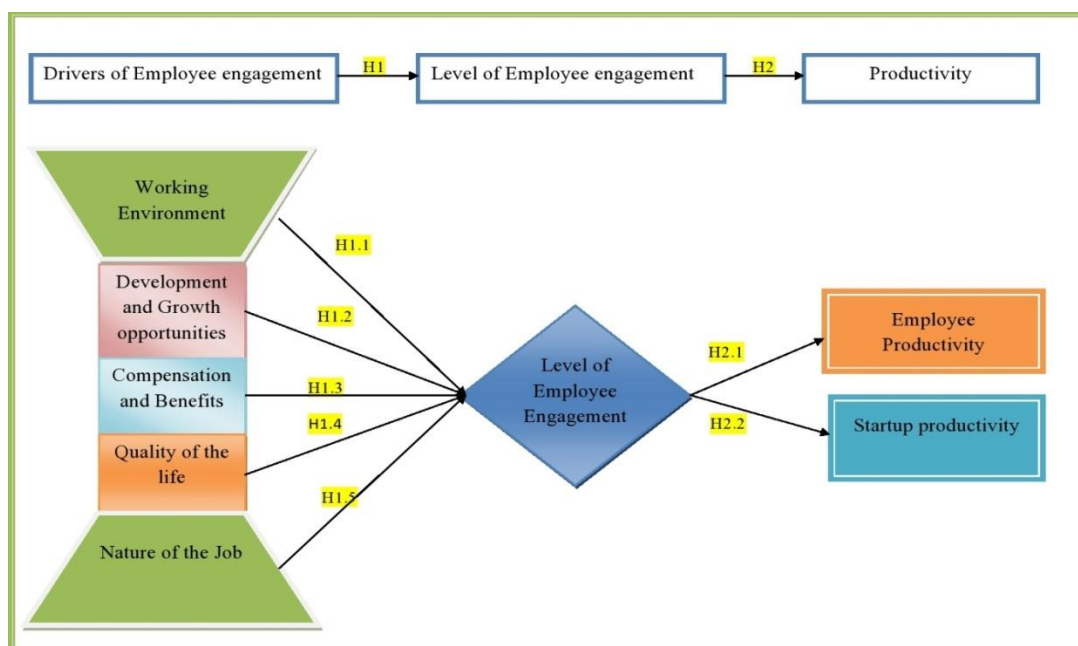
Hypothesis 1: There is no significant relationship between drivers of Employee engagement and level of Employee Engagement. This hypothesis divided into the following sub- hypothesis

- Hypothesis – 1.1: There is no significant relationship between Working Environment and level Employee Engagement
- Hypothesis – 1.2: There is no significant relationship between Compensation and Benefits and level of Employee Engagement
- Hypothesis – 1.3: There is no significant relationship between Growth and Development Opportunities and level of Employee Engagement.
- Hypothesis – 1.4: There is no significant relationship between Employee and Quality of Life and the Level of Employee Engagement.
- Hypothesis – 1.5: There is no significant relationship between the Nature of the Job and the level of Employee Engagement.

Hypothesis 2: There is no significant relationship between Employee Engagement and productivity.

- Hypothesis 2.1: There is no significant relationship between Level of Employee Engagement and Employee Productivity.
- Hypothesis 2.2: There is no significant relationship between Level of Employee Engagement and Start-up Productivity.

HYPOTHESIZED RESEARCH MODEL



Source: Developed by the researcher

Figure No 1: Hypothesized Research Model

The above research model derived from the literature review and previous researches shows a proposed framework to help as the foundation of our study. The drivers included for the study are Growth and Development Opportunities, Working Environment, Compensation and Benefits, Quality of Life and nature of the Job. It explains that to study the impact of Employee engagement drivers on level of Employee engagement, to study the impact of Level of Employee engagement on the productivity of both employee and startup.

Comparative analysis: Hypothesis for To conduct the Comparative analysis of Employee engagement in top 3 Industries of Startups.

Hypothesis 3: There is no significant impact of employee engagement in top 3 Industries of Startups.

H3.1: There is no significant impact of drivers of employee engagement on level of employee engagement among top 3 Industries of Startup Employees

H3.2: There is no significant impact of level of employee engagement on Productivity of Employee and startup among top 3 Industries of Startup.

3.7. Scope of the Study:

Scope of my study is confined to a certain area of research. The present research is an attempt to study about employee engagement and productivity in startup companies and their influencing factors by considering employee opinion on impact of productivity on both start up and their performance when they are highly engaged and also the factors influencing the level of employee engagement in scaling up their business. This study has been limited to Startups in Bangalore city and the data was collected accordingly.

3.8. Research Design and Data Collection

The success of any research depends on the research design and researcher has used Descriptive research for this study. The reason for choosing descriptive research is that it helps in generalization to a greater extent.

a. Primary Data:

The primary data was collected from the Employees in their respective startups at Bangalore through a well framed structured questionnaire to know the opinion of an employee on employee engagement practices in start-ups.

Questionnaire:

The questionnaire are divided into two sections (Section I and Section II) by using the Likert-Five-Point Scale from strongly disagree to strongly agree on the basis of the literature review on method

and theories of employee engagement. Based on the above objective section I questionnaire was divided into three parts.

Part I: Questionnaire relates to the demographic profile of the employees

Part II: Second part included 25 variables on drivers of employee engagement (growth and development opportunities, working environment, compensation and benefits, quality of life, nature of the job)

Part III: This covered the level of employee engagement with 15 variables.

Section II: This included 21 related to productivity and theories and drivers of employee engagement and method of performance appraisal (this includes two parameters employee productivity and start-ups productivity)

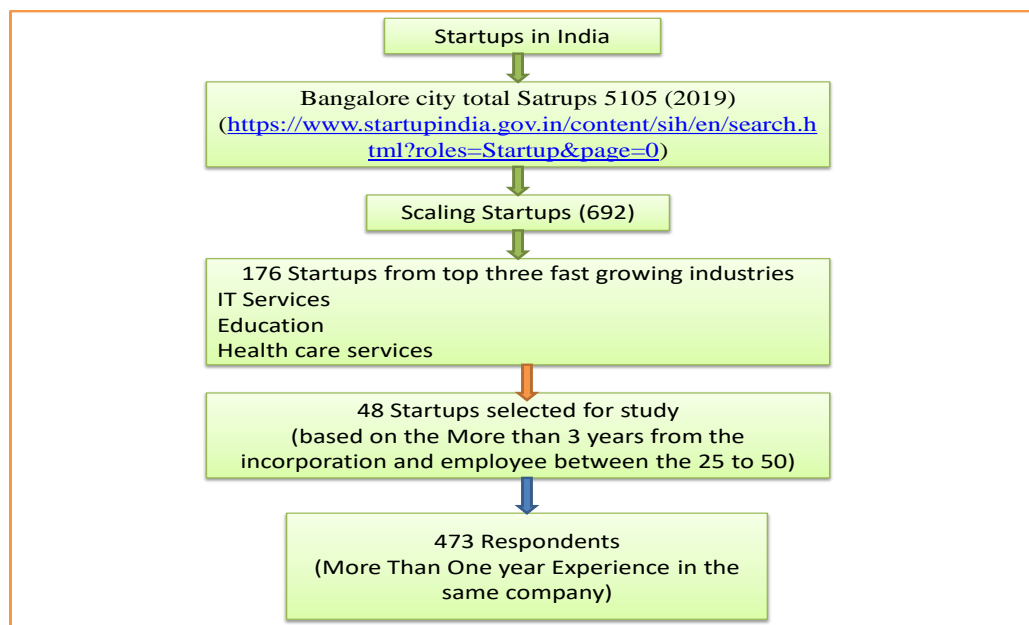
b. Secondary Data:

Secondary data was collected from the business journals, magazines, publications, reports, websites, research articles manuals, Start-ups reports, Blogs, and Newspapers. .

3.9. Sampling Procedure:

This research was conducted in the Bangalore city, according to Start-up India report Bangalore is the top Start up performer and fast growing in the Start-up growth with 5105 Tech and Non-Tech start-ups in different industries in India and Bangalore is secured 21st place as a start-up hub in the world.

Sample Size:



Source: Researcher sampling frame work

In any research, two things play a major role to get the effect of results such as Sample size and chosen suitable statistical technique. This study was conducted with the assistance of Statistical packages for social science (SPSS) version 20.0

The researcher has recognized sample size in five different stages. For that firstly, the Researcher preferred to research at Bangalore in India. This was identified because Bangalore is the Fast growing Startup hub (5105) in India as per the Judgmental sampling. Secondly, selected startups (692) in five different industries which are fast growing industries in India by using Purposive Sampling.

In the third stage, 176 Scaled Start-ups were selected in the 3 Industries by using Purposive sampling, and in the fourth stage, Data was collected from the 24 Start-ups (Representative Sampling) which are more than 3 years from the incorporation as well as which permit for data collection.

Finally, the Researcher was got 565 respondents in that 92 were defective. Finally, sample size confined with 473 by using Convenience sampling. These 473 respondents are an operational, supervisory and managerial level of employees regarding Drivers, level of Employee and Productivity.

3.10. Statistical Tools:

The following Statistical tools are used

1. Reliability Test,
2. Descriptive Statistics (Frequencies, Mean, Standard Deviation, Skewness, and Kurtosis),
3. Factor Analysis (Exploratory Factor Analysis),
4. Regression Analysis (Multiple and Simple)

4. INDUSTRIES AND START-UPS:

Table No. 4. 1. Sample profile of Startups and the respondents

City	Name Of The company	Startup Wise Distributed Sample	Startup Wise Defective Sample	Total Sample
IT Services	1.Blue Bery	24	4	383
	2.Xoxoday Privated Ltd	24	5	
	3.Softworks Consultancy Services Privted Limited	25	2	
	4.Jambotail Technology Private Limited	23	4	
	5.Eseof Tech Solutions Pvt Ltd	23	3	
	6.Reckonsys Tech Laps Pvt Ltd	27	4	
	7.Rapid Info Solutions	27	5	
	8.Pqube Business Solutions	24	4	
	9.Proforte Global Consulting Pvt Ltd	20	3	
	10.3 M Digital Networks Private Limited	22	5	
	11.Navabrind It Solutions Pvt Ltd	28	4	
	12.Ciphercup	23	2	
	13. R Labs Private Limited	24	3	
	14.Uniizen Technology Pvt	22	4	
	15.Neutrinos	22	3	
	16.5ine Web Solutions Pvt Ltd	25	6	
Education	17. Gyanpro	24	6	119
	18.Encertify Private Limited	26	4	
	19.Teachonapp.Com	23	4	
	20.Qtapultt Learning Solution Private Limited	20	3	

	21. Thinkfirst Education Pvt Ltd	26	2	
Healthcare And Life science	22.Cyclops Medtech Private Limited	18	4	63
	23.Atonarp Microsystem India Private Limited	21	3	
	24.Femura Pharamaceuticals Private Limited	24	4	
Total	24	565	92	565

Source: From Survey Report

5. ANALYSIS

Table 4. 2: Distribution of Sample

S No.	Demographic Characteristics	Group	Frequency	Percent
1	Age	Below 20	2	0.4
		21-30	388	82
		31-40	80	19
		41-50	3	0.6
2	Gender	Male	294	62.2
		Female	179	37.8
3	Nature of the job	Operational Level	447	94.5
		Supervisor Level	25	5.3
		Managerial Level	1	0.2
4	Type of Industry	IT Services	323	68.2
		Education	136	28.8
		Healthcare and life Science	14	3.0
5	Experience in the Present Company	Below 1 year	3	0.6
		1.1 Y – 2 Y	364	76.8
		2.1 Y – 3 Y	83	17.8
		3.1 Y – 4 Y	20	4.2
		Above 4.1 Y	3	0.6
6	Name of the Startups	1.Blue Bery	20	4.2
		2.Xoxoday Privated Ltd	19	4.0
		3.Softworks Consultancy Services Privted Limited	23	4.9
		4.Jambotail Technology Private Limited	19	4.0
		5.Eseof Tech Solutions Pvt Ltd	20	4.2
		6.Reckonsys Tech Laps Pvt Ltd	23	4.8

		7.Rapid Info Solutions	22	4.6
		8.Pqube Business Solutions	20	4.2
		9.Proforte Global Consulting Pvt Ltd	17	3.6
		10.3 M Digital Networks Private Limited	17	3.6
		11.Navabrind It Solutions Pvt Ltd	24	5.1
		12.Ciphercup	21	4.4
		13. R Labs Private Limited	21	4.4
		14.Uniizen Technology Pvt	18	3.8
		15.Neutrinos	19	4.0
		16.Sine Web Solutions Pvt Ltd	19	4.0
		17. Gyanpro	18	3.8
		18.Encertify Private Limited	22	4.7
		19.Teachonapp.Com	19	4.0
		20.Qtapultt Learning Solution Private Limited	17	3.6
		21. Thinkfirst Education Pvt Ltd	24	5.1
		22.Cyclops Medtech Private Limited	14	3.0
		23.Atonarp Microsystem India Private Limited	18	3.8
		24.Femura Pharamaceuticals Private Limited	20	4.2
7	Income of the Employee	Less than 2 L	0	0
		2.1 L - 3 L	331	70
		3.1 L - 4 L	138	29.2
		4.1 L – 5 L	4	0.8
		Above 5.1 L	0	0

Inference: Data was collected from the 473 Respondents from 24 startups in three different sectors based on their age gender, Experience, nature of the job, the status of the income.

Reliability Test:

Reliability is considered as internal consistency, which is the degree of inter correlation among the variables that constitute a scale. It represents the level of homogeneity in the variables of the scale. Internal consistency is measured using a reliability coefficient of Cronbach's alpha. The standardized Cronbach's coefficient alpha has been calculated for the (40) variables of the data collected.

Table 4.3. Reliability Test Results of Dimension wise:

Dimension	Number of variables	Cronbach's Alpha
Drivers of Employee Engagement	25	0.874

Level of Employee Engagement	15	0.731
Total	40	0.940

Source: Primary data Trough Questionnaire

Inference: Cronbach's Alpha values of Drivers of employee engagement and level of employee engagement are respectively 0.874, 0.731. This indicates a high level of internal consistency for scale with this specific sample. The internal consistency of the questionnaire of 40 questions with the value of the Cronbach's Alpha is .940, which shows that data is 94.0 percent reliable.

5.1. Factors Contributing to Dependent and Independent Variables

Factor Analysis is a variable reduction technique. Likewise, it helps in structural recognition among the variables and further helps in studying the underlying crucial factors that cause the maximum variation.

Factors contributing to Employees Opinion on Drivers of Employee Engagement in Start-ups

Based on of Varimax Rotation with Kaiser Normalization, 5 factors have been extracted. Each factor constituted of all those variables that have factor loadings greater than 0.5. The data reduction technique has reduced the total of 25 variables to 24 variables into 5 factors. The contribution of these 5 extracted factors is observed to be 60.696 percent of the variability. Growth and development opportunities, working environment, compensation and benefits, quality of life and Nature of the job are the most prominent causative factors to influence employee opinion towards employee engagement practices of Startups in Bangalore city.

Factors contributing to Employees opinion on Drivers of Employee Engagement in Startups

Table 5.1. Drivers of Employee Engagement

Factor No	Variable No	Variable Covered	Factor Loading Value	Name of the Factor
1	V17	Adequate opportunities are provided for professional growth by giving special projects	.782	Growth and development Opportunities (1999, Gallups, 2015, Josh Bersin
	V16	There are well-designed training and HRD schemes to help me build skills that help my career growth and my company frequently identifying training needs	.701	
	V10	I receive bonus / incentives which reward achievement of my targets / performance	.664	
	V18	Opportunities are given to learn from the mistakes	.629	
	V15	My manager talk to me on regular basis to check my performance and to share the feedback timely and recognizing my performance	.628	
2	V23	Provides comfortable working hour	.753	Working Environment (2012, Aon Hewitt)
	V25	My job is suitable for qualification and it offers opportunities for growth	.693	
	V13	My manger doesn't Show the Favoritism and my Ideas are respected by my supervisor/ Treats me with respect	.569	
	V12	My manager provides clear roles and information to perform well	.564	

	V14	I have liberty to discuss my training & development needs with supervisor and supporting me to acquire skills about advancement.	.556	
	V1	My organization has clear healthy and safety norms	.551	
	V11	At work, I have Good internal communication with my manager, team members and co-workers	.526	
3	V9	Compensations paid for workers during layoffs / During any accidents occurring within the company are satisfactory	.768	Compensation and benefits (2012, Aon Hewitt)
	V6	Satisfied with the sick leave policy and insurance policy (Health and safety)	.693	
	V19	At workplace, provides several equal learning opportunities for career advancement	.679	
	V21	Providing Vacation time	.664	
	V7	Overtime Salary and Fringe benefits provided by the Start-up	.607	
	V8	Providing Medical reimbursements	.561	
4	V5	My company is liberal and permit me for family(personal) works	.741	Quality of Life (2007, Agarwala, Tanuja)
	V4	My company offers stress-reducing activities	.644	
	V2	I have Considerable freedom to choose my method of working	.525	
5	V22	Autonomy to make decisions and making me accountable for the outcome.	.694	Nature of the Job (2007, Agarwala, Tanuja)
	V20	I have job rotation and good promotional avenues	.543	

Source : Researcher Survey through Questionnaire

Table 5.1 presents five factors derived from exploratory factor analysis and their percentage of variance.

1. The first factor comprises five variables explains 14.684 percent of variance and loaded quite well ranging from 0.782 (for Adequate opportunities are provided for professional growth by giving special projects) and 0.628 (for my manager talk to me on regular basis to check my performance and to share the feedback timely and recognizing my performance). It is labeled as "Growth and Development Opportunities". Thus; it tends to suggest that Growth and Development Opportunities are a deciding factor in drivers of Employee Engagement to Engagement.
2. The second factor comprises seven variables that explain 14.549 percent variance and loaded quite well ranging from 0.753 (for Provides comfortable working hours) to 0.551 (for At work, I have Good internal communication with my manager, team members and co-workers) with the variables. The variables are close to providing benefits to the employees at the Workplace, and so labeled as "Working Environment". This factor suggests that Working Environment is essential to keep the Employees Engaged and to increase the level of Engagement.
3. The third factor comprises six variables that explain 14.425 variances and loaded quite well with the factor ranging from 0.768 (Compensations paid for workers during layoffs / during any accidents occurring within the company are satisfactory) to 0.561 (for Amount of health care paid and vacation is sufficient). As those variables Related to the Compensations and benefits, so the factor is labeled as "Compensations and benefits ".

4. The fourth factor comprises three variables that explain 9.819 percent variance and loaded quite well ranging from 0.741 (for My Company is liberal and permit me for family (personal) works) to 0.525 (for I have Considerable freedom to choose own way of working) with the variables. The variables are related to the Quality of life, so labeled as “Quality of life”.
5. The fifth factor comprises two variables explains 7.219 percent variance and loaded quite well ranging from 0.694 (for Autonomy to make decisions in my job moreover I am the accountable for the outcome of my work.) to 0.543 (for I have job rotation and good promotional avenues) with the variables. The variables are related to the nature of the job, and as labeled as “Nature of the job”.

ANALYSIS FOR SECTION II

5.2. Reliability Test:

Internal consistency is measured using a reliability coefficient of Cronbach’s alpha. The standardized Cronbach’s coefficient alpha has been calculated for the (26) variables of the data collected.

Table 5.2: Reliability Statistics

Cronbach's Alpha	N of Items
.613	21

Source: Researcher Survey through Questionnaire

Inference: Cronbach’s Alpha values of Productivity of the both employee and organization 0.613. This indicates there is an internal consistency for scale with this specific sample, which shows that data is 61.0 percent reliable.

5.3. Regression fit between Employee Engagement drivers and level of Employee Engagement

To investigate the impact of different variables were tested by applying multiple regressions. The outcomes are presented below.

Consolidated Multiple Regression Results

Table No. 5.3

Results of hypotheses testing through tests of impact of Divers of Employee Engagement on Level of Employee Engagement.

S. No.	Drivers of Employee Engagement	Sig. (P value)	Remark	R Square value
1	Growth and Development Opportunities	.000	Rejected	0.523
2	Working Environment	.006	Rejected	
3	Compensations and Benefits	.000	Rejected	
4	Quality of Life	.050	Rejected	
5	Nature of the Job	.000	Rejected	

Source: Researcher Survey through Questionnaire

Inference:

A Regression equation was fitted for measuring the level of employee engagement in startups by identifying coefficients for various relevant factors of the level of employee engagement.

$$Y = 0.117X_1 + 0.206X_2 + 0.095X_3 + 0.279X_4 + 0.184X_5 + 1.652$$

Level of Employee Engagement

$$= 0.117X_1 \text{ (Growth and Development Opportunities)}$$

$$+ 0.206X_2 \text{ (Working Environment)}$$

$$+ 0.095X_3 \text{ (Compensation and Benefits)} + 0.279X_4 \text{ (Quality of life)}$$

$$+ 0.184X_5 \text{ (Nature of the Job)} + 1.652 \text{ (Constant)}$$

5.4. Regression fit between Level of Employee Engagement and Productivity of both Employee and start-up

5.4.1. Consolidated Simple Regression Results

Table No. 5.4.1
Results of impact of level of Employee Engagement on Employee productivity.

S. No.	Variable	Sig. (P value)	Remark	R Square value
1	Level of Employee engagement	0.000	Rejected	0.760

Source: Researcher Survey through Questionnaire

Inference: A Regression equation was fitted for measuring employee productivity in startups by identifying coefficients for various relevant factors of employee productivity. The equation is as follows:

$$Y = 6.338 - 0.307X_1 \text{ (Level of Employee engagement)}$$

$$\text{Productivity} = 6.338 - 0.307X_1 \text{ (Level pf employee engagement)}$$

5.4.2. Consolidated Simple Regression Results

Table No. 5.4.2
Results of impact of level of employee engagement on Startup’s productivity.

S. No.	Variable	Sig. (P value)	Remark	R Square value
1	Level of Employee engagement	0.000	Rejected	0.753

Source: Researcher Survey through Questionnaire

Inference: A Regression equation was fitted for measuring Startup’s productivity by identifying coefficients for a various relevant factor of startup’s productivity. The equation is as follows:

$$Y = 6.052 - 0.270X_1 \text{ (level of employee engagement)}$$

$$\text{Startup Productivity} = 1.225 + 0.662X_1 \text{ (level of employee engagement)}$$

5.5 .Comparative Analysis:

Table No.5.5.1: Regression: Regression analysis on impact of Employee Engagement drivers on level of Employee engagement in top 3 industries.

Industry	Dependent Variable	Indepen dent Variabl e	R	R ²	Durbin Watson	Sig. Value	Unstandardi sed Coefficient (B)	Remark
IT	Level of Employee	Model	.754 ^a	.577	1.993	.000	1.653	
		F1				.000	.139	

	Engagement	F2				.000	.177	Rejected
		F3				.017	.083	
		F4				.000	.178	
		F5				.000	.111	
Education	Level of Employee Engagement	Model	.675	.491	1.901	.001	2.274	Rejected
		F1				.021	-.324	
		F2				.046	-.038	
		F3				.043	-.042	
		F4				.000	.483	
		F5				.000	.470	
Health and Life science	Level of Employee engagement	Model	.748	.560	1.982	.000	2.546	Rejected
		F1				.049	-.304	
		F2				.005	.156	
		F3				.047	-.246	
		F4				.001	.571	
		F5				.015	.303	

Source: From research Analysis

Interpretation: Results of the regression analysis reveal rejection of null hypothesis and acceptance of alternative hypothesis in Startups in Three industries. Regression analysis has been carried out involving Level of employee Engagement as dependent variable and the five identified Drivers of employee engagement as the independent variables. The results highlighting the statistically significant relationship are found.

Table No. 5.5.2
Regression: Regression analysis on Impact of Level of Employee engagement on Productivity of Employee and startup in Top 3 Industries

Industry	Dependent Variable	Independent Variable	R	R ²	Durbin Watson	Sig. Value	Unstandardised Coefficient (B)	Remark
IT Service	Employee Productivity	Model	.690	.601	1.630	.000	4.554	Rejected
		Level of Employee engagement				.037	-0.20	
	Startup Productivity	Model	.671	.593	1.851	.000	4.785	Rejected
		Level of employee engagement				.033	-.067	
Education	Employee Productivity	Model	.781	.723	1.984	0.000	3.911	Rejected
		Level of employee engagement				0.033	.091	
	Startup Productivity	Model	.571	.543	2.001	.000	5.027	Rejected
		Level of Employee				.023	-.127	

		engagement						
Health and Life Science	Employee Productivity	Model	.512	.501	1.903	0.009	.5269	Rejected
		Level of employee Engagement				0.029		
	Startup Productivity	Model	.641	.620	2.001	.000	3.722	Rejected
		Level of Employee Engagement				.042	.167	

Interpretation: Results of the regression analysis reveal rejection of null hypothesis and acceptance of alternative hypothesis in Startups in Three industries. Regression analysis has been carried out involving Level of employee Engagement as Independent variable and the Productivity of employee and Startups as the dependent variables. The results highlighting the statistically significant relationship are found.

6. FINDINGS, SUGGESTIONS, LIMITATIONS, SCOPE FOR FUTURE RESEARCH AND CONCLUSION

6.1. Findings

1. Gender wise results revealed that the majority of the respondents from the sample were Male 62.2% and female 37.8%.
2. 82% of the respondents age between 21-30 years.
3. 94.5% of the respondent's nature of the job was the operational level.
4. 68.3% of the respondents were responded from the IT Services Start-ups.
5. 77% of the Respondents experience in the present company between 1.1 Y- 2 Y.
6. 70% of the Respondents' annual income falls between 2.1 L -3 L per annum.
7. Five Major drivers (Growth and Development Opportunities, Working Environment, Compensation and Benefits, Quality of life, Nature of the Job) were identified for employee engagement in start-up companies.
8. 52.3% of validity with significant impact of Employee Engagement drivers on on Level of Employee engagement in the start-up.
9. 76% of validity with significant impact of level of employee engagement on productivity of the employee in Start-ups.
10. 75.3% of validity with significant impact of level of employee engagement on the productivity of the Start-up to scale up their business.
11. Identified 5 employee engagement drivers were highly impacted on level of employee engagement in IT Services Startups among top 3 Industries
12. Level employee engagement was highly impacted on Productivity of employee and Startups in IT Services Industry among top 3 Industries.

6.2. Limitations

As every coin has two sides, the research study also has two sides there are certain limitations, which deceive the objects of the study.

1. Respondent's refusal to cooperate affected the accumulation of information.
2. HRs in the Start-ups doesn't create an access to collect information from their employees.
3. Time constraints also have put a limitation on the number of respondents surveyed.

6.3. Suggestions

The present study proposes a model which describes the impact of drivers on the level of employee engagement and level of employee engagement on the productivity of both employees and Startups. The study found that growth and development opportunities, working environment, compensations

and benefits, quality of life, nature of the job are impacting significantly the level of Employee engagement. The level of employee engagement is also impacting on the Productivity of both startups and employees.

Startups should provide these five drivers to develop employee engagement towards their organization and its growth in the turnover. So Startups should concentrate on implementing these practices to increase the level of employee engagement.

Employees are unable to put their efforts towards the growth of startups and increase its scale of business. So Startups focus on introducing new ways for enriching level of employee engagement.

Therefore, Startup promoters should focus on the above factors to enrich the employee engagement level as well as productivity by providing employee needs in the form of the above factors.

6.4. Scope for Future Research:

Several opportunities emerged through this study for future research:

· These instruments i.e. Questionnaire can be used in identifying best practices of Employee Engagement that are adopted by Startups from sectors/industries.

- a) By using this instrument this study can continue in the Upcoming start-up hubs in India
- b) It helps to focus on Comparative study between the Top Start-up Growing cities in India.
- c) Further research could be done to find out various other effective drivers on Employee engagement in Startups

6.5. Conclusion:

The present research is conducted to study the Employee Engagement and Productivity among Startups in Bangalore city. The findings confirm that growth and development opportunities, working environment, compensations with benefits, quality of life, nature of the job are the strong Drivers of Employee Engagement in an organization. Productivity is also another important factor for Startups to grow and survive in a longer run. The study investigated that the major drivers of employee engagement in startups, impact of drivers on employee engagement and the level of employee engagement and productivity of both employees and Startups concluded that five drivers of employee engagement had the highest impact on the level of employee engagement in startups and these drivers are used to keep the employees motivated. Finally, it can be concluded that if startups have to thrive in the current business environment it has to provide employees with these five major identified drivers to have an impact on their growth and increase their productivity by having a direct impact on both start up and individual performance. Finally, to conclude, Those Startups which are providing the five major drivers for Employee engagement are impacting the level of employee engagement in an organization, this employee engagement level has a direct impact on the productivity of both employee and startups.

References:

1. Abhinaya, V., & Kurian, J. S. (2017). Study On Indian Start-Ups and Hr Challenges. *International Journal of Research In Commerce & Management*, 8(11)
2. Albrecht, S. L. (2012). The influence of job, team and organizational level resources on employee well-being, engagement, commitment and extra-role performance: Test of a model. *International Journal of Manpower*, 33(7), 840-853.
3. Evers, N. (2003). The process and problems of business start-ups. *The ITB Journal*, 4(1), 3.
4. Gallup Study 2015. State of Global Workplace.[Online] Available at: <http://www.gallup.com/services/178517/state-globalworkplace.aspx> [Accessed 30 June 2015].
5. Goyal, M., & Parkash, J. (2011). Women entrepreneurship in India-problems and prospects. *International journal of multidisciplinary research*, 1(5), 195-207.
6. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of applied psychology*, 87(2), 268.
7. Hewitt, A. (2004). Employee engagement higher at double digit growth companies. Research Brief.
8. Jain, S. (2016). Growth of startup ecosystems in India. *IJAR*, 2(12), 152-154.
9. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.

10. Kanchana, R. S., Divya, J. V., & Beegom, A. A. (2013). Challenges faced by new entrepreneurs. *International journal of current research and academic review*, 1(3), 71-78.
11. Kandasamy, C. (2013). A Study on Problem Faced by Startup Companies in Bangalore. *International Journal of World Research*, I(XX), 31-36.
12. Kaur, K. (2017). Start up India: Challenges & Opportunities. *Journal of Social Science Research*, 11(1), 2318-2321.
13. Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and organizational Psychology*, 1(1), 3-30.
14. Osman, T., Shilton-Brown, S. B., Wright, D. D. I., Harman, A. D., & Boorman, T. D. (2005). *U.S. Patent No. 6,942,165*. Washington, DC: U.S. Patent and Trademark Office.
15. Pandey, N. K. (2018). An Analysis of Startup Ecosystem in Metropolitan City in India. *International Journal of Engineering and Management Research (IJEMR)*, 8(2), 237-244.
16. Robinson, D., Perryman, S., & Hayday, S. (2004). The drivers of employee engagement. *Report-Institute for Employment Studies*.
17. Sangamitra Gowtham M J, (2015), Motivation: A way to keep Employees Engaged, *International Journal of Advance Research Computer Science and Management Studies*, 3(2), February 2015 page.no 1-4, Available online at www.ijarcsms.com.
18. Shanmugam, P., & Krishnaveni, R. (2012). Employee engagement: an introspection into its conceptualization. *International Journal of Social Science & Interdisciplinary Research*, 1(9), 186-194.
19. Swarnalatha, C., & Prasanna, T. S. (2013). Employee engagement: The concept. *International Journal of Management Research and Reviews*, 3(12), 3872.
20. West, M., & Dawson, J. (2012). Employee engagement and NHS performance. London: King's Fund.
21. Y. Sharma. (2013). "Women entrepreneur in India", *IOSR Journal of Business Management*, 15(2).