RESEARCH ARTICLE

RELATIVE IMPACT OF VARIOUS EMPLOYEE WELFARE PROGRAMS ON ATTRIBUTES OF EMPLOYEE ENGAGEMENT IN I.T SECTOR

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ARTICLE INFO	ABSTRACT
	The IT industry has not only catapulted India's representation on the global platform, but has also fuelled economic growth by revitalizing the higher education sector especially in engineering and computer science. The IT sector provides employment to a major chunk of working force of every economy. But in the modern times, Long and stressful working hours, cut throat competition, increasing automation ,heavy workload and monotonous nature of work has made employee engagement a big Issue in IT sector. This study deals with the two very important challenges of IT sector .i.e. Employee Engagement and Employee welfare Programs and their cause effect analysis over each other. The research study is an endeavour to identify the impact of various employee welfare programs on employee engagement level. There are 7 types of employee welfare programs considered. Whereas employee engagement has been measured on Utrecht work engagement scale (UWES).According to the scale the variables identified to measure employee engagement are –Vigor, dedication and absorption (Schaufeli, Salanova *et al.,* 2002) .The study explains the impact of various employee welfare programs on individual component of overall employee engagement. As an outcome of the study the researcher was able to suggest which type of employee welfare program specifically impacts which component of engagement. The outcome of the study can be used to by IT companies to target certain type of welfare practices in order to regulate particular component of engagement from Vigor, Dedication and Absorption. The research tool adopted for the collection of primary data is a structured questionnaire and few personal interviews with respondents. Secondary data was extracted through various research journals, business magazines and company web portals. Out of 416 questionnaires distributed 404 were received with legit and completely filled responses, which were analysed to derive logical conclusions. The data was collected through employees of various IT and ITeS companies from the state of Rajasthan.

INTRODUCTION

Employee Engagement is a concept that has achieved greatest momentum in the recent years. In today's ultracompetitive world, the quality defies volume in term of productivity. Nowadays the organisations focus on keeping their employees happy and satisfied with extensive use of human resource development strategies and employee friendly policies. In the current times when an employee is always looking for bigger opportunities, if an employer doesn't focus on not only retaining the talent but keeping it happy and satisfied with his work it may lose its business, productivity, image and credibility. In the past the organisations focus was on keeping the customers happy. The epicentre of all the planning and strategies was a happy customer.

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Off course it is important in a business to have happy customers but that can never be achieved if your employees aren't satisfied with their work. An unsatisfied mind provides unsatisfactory results and hence employee is now the core of designing strategies. It's a simple concept, ends justifies the means. If the employees are not happy than no matter what discounts are provided, what kind of infrastructure and machinery is present, what is the brand image of the company or what is the quality and positioning of the product is, an organization can never achieve the results it aims at. Employees are the base of every organization. May it be a corporate entity, a non-profit organization or employees form the nucleus of any industry. This is the reason why each and every organization nowadays is focusing on wellness programs for their employees. Offering various employee welfare programs has an ultimate aim of creating a happy and satisfied workforce, which centers around creating self motivated and

inspired employees with better health, work-life balance and career management skills to reduce absenteeism, increased efficiency and production, and a sustainable improvement in the quality. All the above listed factors lead to better and efficient employees and in general a better organization. Iqbal, *et al.* (2015) studied the impact of rewards and leadership on employee engagement in the banking sector. The study focused at the association of reward policies to employee engagement. This study established that leadership enhances employee engagement when there is positive emotional connect to employees. The author emphasized that reward and organizational leadership have a positive effect resulting in a higher level of engagement of employees. The study has established that organizational commitment to reward employees motivates them to work harder within the organization resulting in increased employee engagement.

Thakur (2016) studied the effect of employee engagement on job satisfaction in IT Sector at managerial and clerical level. The study revealed that employee engagement and job satisfaction in IT Sector are positively correlated. As identified by Thakur (2016) The major drivers of engagement are motivation by co workers, feedback and guidance from supervisor, safe work practices, information sharing, communication, training opportunities, work life balance, appreciation from team members, welfare and benefit plans, constructive policies and procedures, encouraging co workers, career development opportunities, opinions and ideas contribution, resources to do job efficiently, effective remuneration and compensation and pleasant and cooperative managers. Branham (2014) stressed upon the point that, No employee gets disengaged due to any single factor in a single day. It is a ongoing process. The research proposed a model that explains the reason for disengagement among employees is the non fulfillment of the four fundamental factors. The four fundamental factors for creating engagement according to this model are - Trust, Hope, Sense of worth and Competence.

Buckingham (2001) the study also found that the longer employees remained with an organisation, the more susceptible they are to be disengaged. Similarly, researchers at Gallup (2016), Brim (2002) and Truss *et al.* (2006) identified an opposite relationship between employee engagement, and the tenure in an organisation. According to Brim (2002) such support indicates that for most of the employees, the first year on the job is their best and thereafter engagement and enthusiasm drops when it comes to work. Truss *et al.* (2006) suggested that strengthening employee voice can make a difference to organisational productivity. Employee voice can be defined as the ability for employees to have an input into decisions that are made in organisations (Lucas *et al.* 2016). It has been argued that one of the main drivers of employee engagement is for employees to have the opportunity to provide for their view upwards the hierarchy (Truss *et al.* 2006). Bhaduri (2013) An employee's engagement has to be at two levels – towards the Job and towards the organization where he or she is working. To feel engaged and to put in unhindered effort into anything, there should be a sense of ownership with the role and the organization. Having a good manager accelerates the process of engagement. Employee engagement is based on looking at the job experience from the eyes of the employee. An article by Biswal (2015) - the Lead Human Resources manager for Accenture India and has been with Accenture since July 2007 indicated his findings of his career of 16 years.

The approach to cultivate an environment of excellence, in which the physical and emotional issues result in employee engagement, should be necessarily followed at all stages of the organisation. Employees who are engaged significantly produce better than disengaged counterparts. In fact, there is a struggle for competitive advantage since employees are the differentiator, engaged employees are the definitive ambition for every employer. Gupta (2017) in his study on the topic "Quality of Work Life in a State Setting: Finding of an Empirical Study" tried to analyze some significant aspects of quality of work life, adopted from various studies in India and abroad. Using the technique of stratified proportionate sampling, the sample of 250 workers from five large and medium scale manufacturing public and private sector units in Jammu and Kashmir was taken. The information was procured from respondents through personal interviews. Resma and Basavraju (2017) stated the employee welfare is a widespread term including various services, benefits and facilities offered to employees of the organization without any compulsion. This study sheds light on the concept of welfare measures; it also focus on the employee's perception regarding the various statutory welfare measures provided by the Donimalai Iron Ore Mine, Bellary. The employees were found to be highly satisfied from all the statutory welfare programs and all the employees were aware about every statutory welfare program applicable in industry. Logasakthi and Rajagopal (2015) revealed that the employees derive satisfaction not only from their jobs but also from the various facilities offered to them by their employer. If taken care of various aspects of workforce's all round growth and development, through different welfare programs than the employees extend their utmost support for the improvement of the organisation. The management must provide all the health (mental and physical) and safety welfare measures to their employees which will help them deliver better performance at the work and fosters positive work environment. Kumar (2013) performed a similar inquiry on the awareness, utilization and satisfaction of labour welfare and social security, titled as "Labour Welfare and Social Security: Awareness, Utilization and Satisfaction of Labour Laws". The study was on workers of selected medium scale and large scale units of public and private sectors in Haryana. A representative sample of 12 units was selected for data collection. The study by Gupta (2017) stressed upon the importance of incentives, which comes under the purview of non-statutory labour welfare facilities. The range of aspects of the job in which majority of the workers was highly dissatisfied were part of labor welfare programs. It determined the level of job satisfaction experienced by workers. However the research did not analyse the influence of the dimensions of quality of work life or in other words the labour welfare facilities on job satisfaction, nor did it study the influence of personal variables, hierarchy, and that of statutory and non statutory welfare facilities over job satisfaction. In an SHRM survey (2016), more than three-fourth of HR professionals accepted that companies promoting fun at work are more effective while at least 75% respondents also said that level of fun in their organizations was not satisfactory. It engages as it multiplies the spirit of companionship and act as stress buster. Employees feel a sense of belongingness as they feel the organization cares too.

MATERIALS AND METHODS

The present study aims at finding out that how efficient employee welfare programs are when it comes to creating

Table 1. Demographic profile of Sample

Sex	No.	Age	No.	Marital Status	No.	Experience	No.
Male	298	20 - 25 Years	98	Married	286	1-3 Years	85
Female	106	26 - 30 Years	168	Unmarried	118	3-5 Years	143
Total	404	31 – 35 Years	90	Total	404	5-7 years	104
		36 - 40 Years	48			7 - 10 years	61
		Total	404			10 years and more	11
						Total	404

Table 2. Correlation between vigor and various welfare programs

Variables	Correlation Coefficient	Financial Welfare Program	Health Welfare Program	Career Welfare Program	Psychological Welfare Program	Family Welfare Program	Social Welfare Program	Spiritual Welfare Program	Statutory Welfare Program
Vigor	r value	0.172	0.139	0.113	0.171	0.100	0.121	0.075	0.041
	P value	0.000	0.000	0.003	0.000	0.008	0.001	0.046	0.298
				Correlation is significant at 95% confidence level					

(Source: Primary data)

Table 3. Correlation analysis between Dedication and various welfare programs

Variables	Correlation Coefficient	Financial Welfare Program	Health Welfare Program	Career Welfare Program	Psychological Welfare Program	Family Welfare Program	Social Welfare Program	Spiritual Welfare Program	Statutory Welfare Program
Dedication	r value	0.157	0.160	0.153	0.257	0.236	0.169	0.068	0.022
	P value	0.000	0.000	0.000	0.000	0.000	0.000	0.073	0.580
				Correlation is significant at 95% confidence level					

(Source: primary data)

Table 4. Correlation analysis between Absorption and various welfare programs

Variables	Kendall's tau_b	Financial Welfare Program	Health Welfare Program	Career Welfare Program	Psychological Welfare Program	Family Welfare Program	Social Welfare Program	Spiritual Welfare Program	Statutory Welfare Program
Absorption	r value	0.203	0.169	0.215	0.289	0.112	0.157	0.059	0.135
	P value	0.000	0.000	0.000	0.000	0.003	0.000	0.001	0.117
				Correlation is significant at 95% confidence level					

(Source: primary data)

Table 5. Regression model Summary

			Model Summary	
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.443	.196	.180	.44629
Predictors: (Constant), Statutory Welfare Program , Psychological Welfare Program, Financial Welfare Program, Social Welfare Program, Family Welfare Program, Spiritual Welfare Program, Health Welfare Program, Career Welfare Program				
Dependent Variable: Vigor				

Table 6. Table of ANOVA for Vigor

			ANOVA		
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.240	8	2.405	12.075	.000
Residual	78.675	395	.199		
Total	97.915	403			

Table 7. Table of coefficients of ANOVA for Vigor

			Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Co linearity Statistics		Comment
	B	Std. Error	Beta			Tolerance	VIF	
(Constant)	2.398	0.117		20.435	0.000			
Financial Welfare Program	0.164	0.034	0.309	4.862	0.000	0.503	1.989	Positive impact
Health Welfare Program	0.218	0.047	0.402	4.595	0.000	0.265	3.770	Positive impact
Career Welfare Program	-0.001	0.048	-0.003	-0.026	0.980	0.203	4.916	No impact
Psychological Welfare Program	0.064	0.045	0.129	1.440	0.151	0.252	3.976	No impact
Family Welfare Program	-0.180	0.043	-0.460	-1.932	0.520	0.265	3.771	No impact
Social Welfare Program	0.215	0.052	0.428	4.114	0.000	0.188	5.315	Positive impact
Spiritual Welfare Program	-0.018	0.041	-0.035	-0.431	0.667	0.316	3.162	No impact
Statutory Welfare Program	-0.136	0.042	-0.307	-1.448	0.523	0.223	4.488	No impact
Dependent Variable: Vigor								

Table 8. Residual statistics VIGOR

Residuals Statistics					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.538	3.917	3.454	0.219	404
Residual	-1.390	1.090	0.000	0.442	404
Std. Predicted Value	-4.191	2.121	0.000	1.000	404

Table 9. Absorption- Regression model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.526	.277	.262	.50376
Predictors: (Constant), Statutory Welfare Program , Psychological Welfare Program, Financial Welfare Program, Social Welfare Program, Family Welfare Program, Spiritual Welfare Program, Health Welfare Program, Career Welfare Program				
Dependent Variable: Absorption				

Table 10. Table of ANOVA for Absorption

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	38.381	8	4.798	18.905	.000
Residual	100.239	395	.254		
Total	138.620	403			

Table 11. Table of coefficients of ANOVA for Absorption

Coefficients								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		Comment
	B	Std. Error	Beta			Tolerance	VIF	
(Constant)	2.270	0.132		17.141	0.000			
Financial Welfare Program	0.174	0.038	0.276	4.575	0.000	0.503	1.989	Positive impact
Health Welfare Program	0.152	0.054	0.235	2.831	0.005	0.265	3.770	Positive impact
Career Welfare Program	0.060	0.054	0.105	1.103	0.271	0.203	4.916	No impact
Psychological Welfare Program	0.164	0.051	0.276	3.241	0.001	0.252	3.976	Positive impact
Family Welfare Program	-0.205	0.110	-0.440	-1.862	0.056	0.265	3.771	No impact
Social Welfare Program	0.184	0.059	0.308	3.127	0.002	0.188	5.315	Positive impact
Spiritual Welfare Program	-0.116	0.046	-0.192	-2.526	0.012	0.316	3.162	No impact
Statutory Welfare Program	-0.008	0.048	-0.016	-0.173	0.863	0.223	4.488	No impact
Dependent Variable: Absorption								

Table 12. Residual statistics Absorption

Residuals Statistics					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.576	4.350	3.680	0.309	404
Residual	-1.674	1.002	0.000	0.499	404
Std. Predicted Value	-3.577	2.172	0.000	1.000	404
Std. Residual	-3.323	1.988	0.000	0.990	404

Table 13. Dedication- Regression model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.400	.160	.143	.53615
Predictors: (Constant), Statutory Welfare Program , Psychological Welfare Program, Financial Welfare Program, Social Welfare Program, Family Welfare Program, Spiritual Welfare Program, Health Welfare Program, Career Welfare Program				
Dependent Variable: Dedication				

Table 14. Table of ANOVA for Dedication

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.581	8	2.698	9.384	.000
Residual	113.547	395	.287		
Total	135.128	403			

Table 15. Table of coefficients of ANOVA for Dedication

Coefficients								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		Comment
	B	Std. Error	Beta			Tolerance	VIF	
(Constant)	2.970	0.141		21.066	0.000			
Financial Welfare Program	0.056	0.040	0.090	1.387	0.166	0.503	1.989	No impact
Health Welfare Program	0.128	0.057	0.202	2.251	0.025	0.265	3.770	Positive impact
Career Welfare Program	0.114	0.058	0.203	1.982	0.048	0.203	4.916	Positive impact
Psychological Welfare Program	0.076	0.054	0.130	1.416	0.157	0.252	3.976	No impact
Family Welfare Program	0.072	0.041	0.156	1.747	0.081	0.265	3.771	No impact
Social Welfare Program	-0.047	0.063	-0.080	-0.748	0.455	0.188	5.315	No impact
Spiritual Welfare Program	0.012	0.049	0.020	0.240	0.810	0.316	3.162	No impact
Statutory Welfare Program	-0.159	0.051	-0.307	-1.143	0.052	0.223	4.488	No impact
Dependent Variable: Dedication								

Table 16. Residual statistics Dedication

Residuals Statistics					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.058	4.388	3.691	0.231	404
Residual	-2.222	1.209	0.000	0.531	404
Std. Predicted Value	-2.736	3.010	0.000	1.000	404
Std. Residual	-4.145	2.254	0.000	0.990	404

Table 17. Employee Engagement- Regression model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.497	.247	.232	.41023
Predictors: (Constant), Statutory Welfare Program , Psychological Welfare Program, Financial Welfare Program, Social Welfare Program, Family Welfare Program, Spiritual Welfare Program, Health Welfare Program, Career Welfare Program				
Dependent Variable: Employee engagement				

Table 18. Table of ANOVA for Employee engagement

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.830	8	2.729	16.214	.000
Residual	66.474	395	.168		
Total	88.303	403			

Table 19- Table of coefficients of ANOVA for Employee Engagement

Coefficients								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		Comment
	B	Std. Error	Beta			Tolerance	VIF	
(Constant)	2.521	0.108		23.373	0.000			
Financial Welfare Program	0.136	0.031	0.270	4.383	0.000	0.503	1.989	Positive impact
Health Welfare Program	0.168	0.044	0.327	3.857	0.000	0.265	3.770	Positive impact
Career Welfare Program	0.054	0.044	0.119	1.230	0.219	0.203	4.916	No impact
Psychological Welfare Program	0.103	0.041	0.218	2.502	0.013	0.252	3.976	Positive impact
Family Welfare Program	-0.115	0.066	-0.309	-1.732	0.058	0.265	3.771	No impact
Social Welfare Program	0.127	0.048	0.266	2.648	0.008	0.188	5.315	Positive impact
Spiritual Welfare Program	-0.044	0.037	-0.091	-1.168	0.243	0.316	3.162	No impact
Statutory Welfare Program	-0.098	0.039	-0.233	-1.518	0.052	0.223	4.488	No impact
Dependent Variable: Employee engagement								

Table 20. Residual statistics Engagement

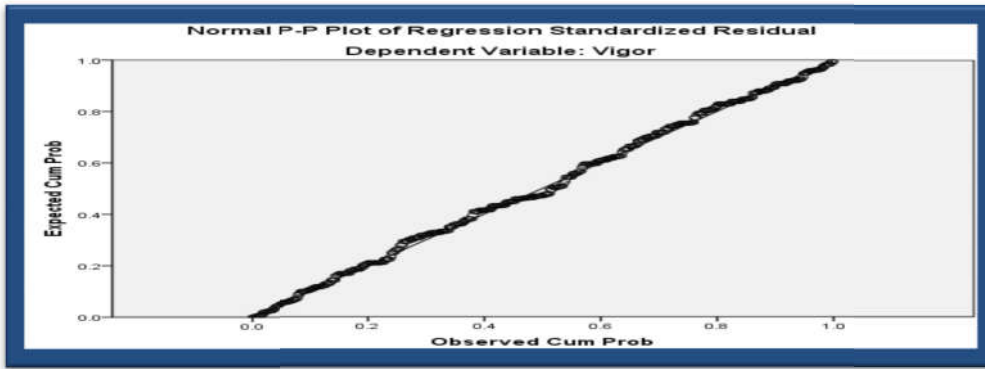| Residuals Statistics					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.733	4.098	3.604	0.233	404
Residual	-1.735	0.980	0.000	0.406	404
Std. Predicted Value	-3.740	2.123	0.000	1.000	404
Std. Residual	-4.230	2.389	0.000	0.990	404

Fig. 2.1 Normal P-P model of regression for expected and observed frequencies of responses
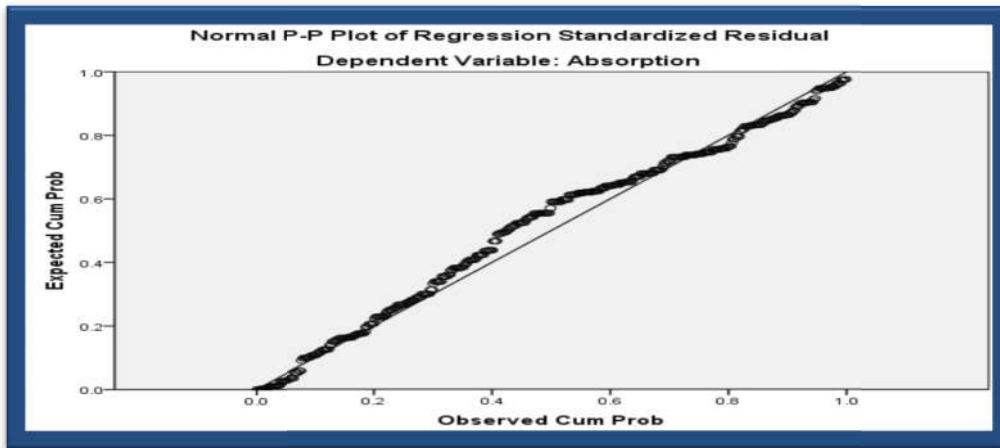

Fig. 1.2 Normal P-P model of regression for expected and observed frequencies of responses for Absorption
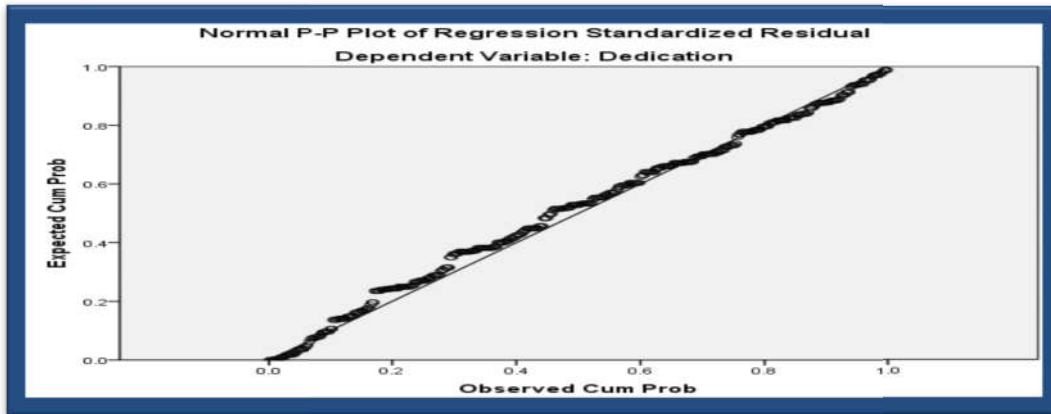

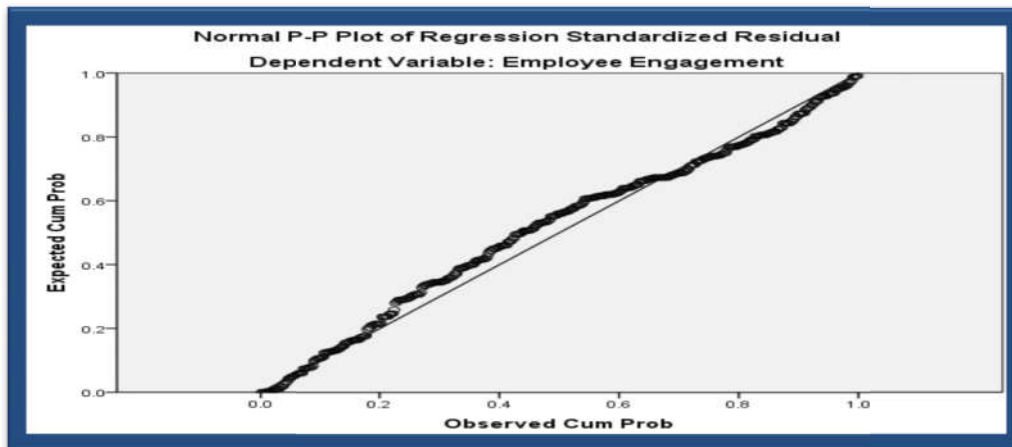**Fig.1.3 Normal P-P model of regression for expected and observed frequencies of responses for dedication**

Fig. 1.4 Normal P-P model of regression for expected and observed frequencies of responses for engagement

employee engagement. The problem is stated as "Relative Impact of Employee Welfare Programs on Apparatus of Employee Engagement in IT Sector". The IT sector deals with the maximum employee turnover due to heavy workloads, physically and mentally strenuous long working hours, cut throat competition etc. To make the employees give their most to the organizations and increasing their retention, employer tries to lure the employees through various facilities and incentives. Such welfare facilities incur huge cost to the organization, so it is important to analyze whether these welfare programs are beneficial for improving the engagement level or not.

The following objectives have been set for the research

- To find out the correlation between Employee Engagement level and Employee Welfare Programs offered in IT sector.
- To determine which Employee Welfare Program makes the most significant contribution towards individual components of Employee Engagement.

The entire study was done through the combination of qualitative and quantitative approaches. Both primary and secondary data was used for interpretation and analysis. Primary data was collected through respondents via questionnaire. The data was collected from the cities of Jaipur and Udaipur. A. The first part consists of questions related to Employee Engagement. After the exhaustive review of literature the scale chosen to measure employee engagement was Utrecht work engagement scale (UWES).

According to the scale the variables identified to measure employee engagement are –Vigor, dedication and absorption (Schaufeli, Salanova *et al.,* 2002) B. The second part of the questionnaire consists of questions related to different Employee welfare programs. The Employee welfare programs are divided in two broad categories - Statutory and Non Statutory Welfare Programs (Classification given by ILO). Further Non statutory Programs are divided into 7 sub categories namely- Financial Welfare Programs, Social Welfare Programs, Health Welfare Programs, Family Welfare Programs, Psychological Welfare Programs,

Career Welfare Programs, Spiritual Welfare Programs.

- Type of Population- finite
- Size of population - Approximately 62,000 (Source: http://www.mca.gov.in/DataPortal/Ministry/DataPortal)
- Sampling technique-Multistage sampling
- Target Sample size- 384 (As calculated by Krejcie and Morgan formula)
- Actual sample – 404 (questionnaire circulated - 452, responses received – 420, responses rejected – 16 (due to incomplete information)).
- Data analyzing tool-Research used quantitative analysis tools such as: Measures of central tendency- Mean Median, Mode, and Standard Deviation.
- Type of data received- Data was found to be Non Normal. Thus non parametric test were used for analysis.
- Statistical Test - Correlation, Regression, chi square-test and other Non parametric tests.
- Mode of data collection – Online questionnaire filling and Personal interview.

- Demographic profile of sample - The table 1 below represents the demographic profile of the sample

Findings and conclusion

Objective 1-To find out the correlation between Employee Engagement level and Employee Welfare Programs offered in IT sector. The objective deals with finding out the correlation between Employee Engagement level and Employee Welfare Programs. Since the data is Non parametric, two bivariate correlation coefficients have been calculated for the data. Rank correlation coefficients, such as Spearman's rank correlation coefficient and Kendall's rank correlation coefficient (τ) evaluates. the nature of relationship among both the variables involved for e.g. As one variable increases, the other variable tends to increase or decrease, without requiring that increase to be represented by a linear relationship. If, as the one variable increases, the other decreases, the rank correlation coefficients will be negative and vice versa.

Correlation between vigor and various Employee welfare Programs: As exhibited by Table 2, Vigour has positive correlation with all the welfare programs except statutory welfare programs. On further analysis of the correlation coefficients following points were discovered. Since vigor has a positive relationship with all the welfare programs, it can be inferred that on providing any welfare program the vigor level of employees will certainly increase. Statutory welfare programs do not have any significant impact on vigor level of employees thus by providing these there will be no impact on engagement level of employees. The prospective reason could be that employees consider statutory welfare programs as hygiene factor for them, thus presence of these doesn't have an impact on them though their absence may create dissatisfaction.

Correlation between Dedication and various Employee welfare Programs: As seen from Table 3, Dedication has positive correlation with all the welfare programs. On further analysis of the correlation coefficients following points were discovered- Since Dedication has a positive relationship with all the welfare programs, it can be inferred that on providing any welfare program the dedication level of employees will certainly increase. Dedication and Statutory welfare Programs (StWP)- Spiritual welfare programs has r value 0.022 and P value 0.580, which is non significant thus we can infer that Dedication and StWP do not have any significant relationship, which means on providing Statutory welfare programs there will be no impact on the level of Dedication of employees.

Correlation between Absorption and various Employee welfare Programs: As depicted in Table 4, Absorption has positive correlation with all the welfare programs. On further analysis of the correlation coefficients following points were discovered- Absorption has positive correlation with all the welfare programs, hence it can be inferred that on providing welfare programs the absorption level is expected to rise. The relationship between Absorption and Statutory welfare Programs (StWP) is non significant .Thus it is applied that on providing Statutory welfare programs there will be no impact on the level of Absorption of employees.

Objective 2. To determine which Employee Welfare Program makes the most significant contribution towards individual components of Employee Engagement. Regression analysis

was applied to create regression models, analyzing which independent variables are responsible in raising or reducing which of the dependent variable. As a result three regression models were designed for each dependent variable and one consolidated regression model was created for consolidated Employee Engagement level.

Regression Model for Vigor: Table -5 and 6 above presents the regression model summary and ANOVA results for vigor. The multiple regression model with predictors (Statutory Welfare Program, Psychological Welfare Program, Financial Welfare Program, Social Welfare Program, Family Welfare Program, Spiritual Welfare Program, Health Welfare Program, and Career Welfare Program) produced $R^2 = 0.196$, $F (8, 395) = 12.075$, $p < .05$ which can be observed from tables 4.35 and 4.36 ,model summary and ANOVA. Hence we may conclude that the 19.6% variability was observed in dependent variable (Vigor) due to predictors.

Thus we can infer that there is a significant impact of various welfare programs on the vigor level of employees. The rest of the vigor is contributed by factors other than Employee welfare programs. Those could be personnel as well as organisational factors. It can be inferred that the impact of all other factors is moderated than on offering various employee welfare programs to the employees there vigor can be raised .Thus if an employer wants to raise the vigor level of their employees than they can provide various employee welfare programs. As can be seen in the table 7, of coefficients, the Financial Welfare Program, Health Welfare Program, and Social Welfare Program have significant positive regression weight, indicating respondents with higher scores on these variables were expected to have higher dependent variable i.e. Vigor, after controlling the other variables in the model. Also to raise the vigor level of employees the managers must offer Financial Welfare Program, Health Welfare Program, and Social Welfare Programs. Following Figure1.1, indicates the normal P-P plot of regression for Vigor. The bubbles represent the Observed responses against straight line representing expected responses. The co-linearity of both indicates the aptness of the model. Hence we can conclude the model is quite accurate and can be used to predict vigor level if responses for other independent variables are present or vice versa.

Regression Model for Absorption: Table 9 and 10 presents the model summary and ANOVA results for model absorption.The multiple regression model with predictors (Statutory Welfare Program, Psychological Welfare Program, Financial Welfare Program, Social Welfare Program, Family Welfare Program, Spiritual Welfare Program, Health Welfare Program, and Career Welfare Program) produced $R^2 = 0.277$, $F (8, 395) = 18.905$, $p < .05$ which can be observed from tables model summary and ANOVA. Hence we may conclude that the 27.7% variability was observed in dependent variable (Absorption) due to predictors. From the above table it can be inferred that if the impact of all other factors is moderated than on offering various employee welfare programs to the employees there absorption can be raised .Thus if an employer wants to raise the Absorption level of their employees than they can provide various employee welfare programs. As can be seen in the table 11, of coefficients, the Financial Welfare Program, Health Welfare Program, Social Welfare Program and Psychological Welfare Program had significant positive regression weight, indicating respondents with higher scores on these variables were expected to have higher dependent

variable i.e. absorption, after controlling the other variables in the model. Following Figure 1.2- indicates the normal P-P plot of regression for Absorption. The bubbles represent the Observed responses against straight line representing expected responses. The co-linearity of both indicates the aptness of the model. Hence we can conclude the model is quite accurate and can be used to predict Absorption level if responses are present or vice versa.

Regression Model for Dedication: Table 13 and 14 represents the model summary for dedication and results of ANOVA. The multiple regression model with predictors (Statutory Welfare Program, Psychological Welfare Program, Financial Welfare Program, Social Welfare Program, Family Welfare Program, Spiritual Welfare Program, Health Welfare Program, and Career Welfare Program) produced $R^2 = 0.160$, $F (8, 395) = 9.384$, $p < .05$ which can be observed from tables model summary and ANOVA. Hence we may conclude that the 16.0 % variability was observed in dependent variable (Dedication) due to predictors.

Thus we can infer that various employee welfare programs significantly impact the dedication level of employees. In order to raise the Dedication level of employees various employee welfare programs should be provided. As can be seen in the Table - 15 of coefficients, Health Welfare Program, and Career Welfare Program had significant positive regression weight, indicating respondents with higher scores on these variables were expected to have higher dependent variable i.e. dedication, after controlling for the other variables in the model. Following Figure 1.3, indicates the normal P-P plot of regression for Dedication. The bubbles represent the Observed responses against straight line representing expected responses. The co-linearity of both indicates the aptness of the model. Hence we can conclude the model is quite accurate and can be used to predict dedication level if responses are present or vice versa.

Regression Model for Engagement: As presented by Table 17 i.e. model summary for engagement model and Table 18 of ANOVA following observations were made. The multiple regression model with predictors (Statutory Welfare Program, Psychological Welfare Program, Financial Welfare Program, Social Welfare Program, Family Welfare Program, Spiritual Welfare Program, Health Welfare Program, and Career Welfare Program) produced $R^2 = 0.247$, $F (8, 395) = 16.214$, $p < .05$ which can be observed from tables model summary and ANOVA. Hence we may conclude that the 24.7 % variability was observed in dependent variable (Employee Engagement) due to predictors. As can be seen in the Table -19, of coefficients, Social Welfare Program ,Psychological Welfare Program ,Health Welfare Program, and Financial Welfare Program had significant positive regression weight, indicating respondents with higher scores on these variables were expected to have higher dependent variable i.e. Engagement, after controlling for the other variables in the model. Following figure 1.4, indicates the normal P-P plot of regression for Engagement. The bubbles represent the Observed responses against straight line representing expected responses. The co-linearity of both indicates the aptness of the model. Hence we can conclude the model is quite accurate and can be used to predict engagement level if responses are present or vice versa. On the basis of the above results various welfare programs can be ranked as per their impact on employee engagement level. Hence the organisations should focus on various employee

welfare programs in the respective manner to improve their engagement score. The above Table- 21 represents the ranking of various employee welfare programs on the basis of their impact in raising employee engagement level. The ranking is based on the observations made by the researcher by conducting data analysis of the data received from respondents working in IT sector of Rajasthan.

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