RELATIONSHIP OF COMMUNICATION, MENTORING AND SOCIALIZATION WITH EMPLOYEE ENGAGEMENT

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ABSTRACT

T his research paper aimed to find out what significantly relation exists between communication, socialization and mentoring with employee engagement. The research survey conduct on Pak fan Gujrat to check their level of employee engagement and the relationship of these variables with employee engagement. The sample N= 100. Questionnaire used for data collection and descriptive statistical and correlation analysis used for this research. The findings explain that the significantly positive relationship exists between mentoring, socialization with employee engagement and communication has not significantly, weakly negative with employee engagement.

Key words: Communication, Employee engagement, Mentoring and Socialization.

Introduction

There are already many researches done on the topic of employee engagement with different variables. It's the most important topic of the Human Resource Management because without the employee's loyalty or strong relationship with organization, it can't be progress. Employee engagement is the degree how much the employees are involved and committed to the organization. Employee engagement is one of the most discussed topics in the Human Resource Management so many researchers are working on it (Sarkar 2011). Employee engagement is the level of involvement and commitment an employee has with its organization, it will help to retain the talented people (Ologbo C. Andrew, Sofian, 2012). Engaged employees create loyal customers which creates bigger profits (Heskett, Jones, Loveman, Sasser and Schelisnger, 1994). The literature also explains the importance of the topic. After studying the literature the variables selected for this research are communication, mentoring and socialization. In this research we find the relationship of these variables with employee engagement. In Pakistan, especially in small cities like Gujrat there is no proper concept of Human Resource Management in small or big organizations because they don't have much resource. There is no separate Human Resource department working in organizations then how they committed or engage their employees with organization. For this research the company selected is Pak Fan Gujrat.

Significance of the study

In Pakistan Pak fan is the most progressed company. It achieved regularly best exporter award but there is need to improve their HR. Departments of organization should need to use many possible way to stay with them and committed the employees. The significant of study is not limited to only Pak fan; it's beneficial for all the manufacturing and Service Company that they developed best communication system, socialization with employees and mentoring programs.

Contribute to existing literature

This research study contribute in the HR field, In Pakistan the research on this topics are not much more. The culture of Pakistani organizations is much different from other countries. Employees want motivation and other resources according to their job need. The most important thing that this paper contributes is that people are not getting right job according to their qualification but still they worked. It should be eliminated.

Objective of the research

Employees are the asset of the organization so there is need to commit the employees with the organization. The main objective of this research is to find the way to increases engagement of employees with the organization and to check how the Pak fan engages their employees and to find the relation of our selected variables to the employee engagement.

Literature Review

This research was conducted by Jennifer E. S., Sharon P. M., Mamta U. O. and Jacquelyn B. J. (2011) in USA. They investigated the changing natures of both work and the lives of the U.S. workforce had created an array of challenges for organizations attempting to foster work engagement. They check the relationship between schedule control and work engagement was mediated by schedule satisfaction and perceived supervisor support. A sample of 1343 full-time hourly retail workers was used to address the study's purpose. They used hypothesized model for that research and used questionnaire with likert scale for collecting data. The find that their study indicates that perceived socialization supervisor support is important to the engagement process.

Amran R., Huam H. T., Thoo A. C. and Bandar Khalafa (2012) conducted research in Malysia to investigate the strong employee engagement correlates to strong employee performance. As employee engagement is an ongoing process, this study aims to assess the level of employee engagement in a multinational company. A survey was conducted utilizing a sample of full-time employees of the company during the first week of March 2010 and April 2011, with 418 and 425 questionnaires were collected respectively. The findings suggest that there were significant differences in basic needs and teamwork but indifferences in management support and growth. Strong employee engagement causes good employee performance.

This was the research of Malaysia conducted by Ologbo C. A. and Saudah S. (2012). The aim of the study was how much the employee engagement provides best outcomes. This study was conducted on 104 HR officers working at the Inland Revenue Board of Malaysia with the purpose ascertaining the uncertainty about the influence of individual factors of employee engagement on work outcomes using the measures of employee engagement (job and organization engagements) as the mediating variables and the social exchange theory as the theoretical underpinning. The mean, standard deviation, t-test and multiple regressions were employed for data analysis. The findings of this study showed a significant difference between job engagement and organization; with co-employee support as a major individual factor that influences both measures of engagement and the work outcomes.

Mustafa Y. and Erdil O. (2012) conducted a research in Malaysia to examine the relationships between self-efficacy, work engagement and job satisfaction. In accordance with this aim, general self-efficacy scale, work engagement scale and Minnesota job satisfaction scale were applied to a sample of financial advisors in the survey. The relationships between self-efficacy, work engagement and job satisfaction were investigated using correlation and regression analyses. The association's seeked were hypothesized in the research model. Self efficacy theory is a way of mentoring. The findings explained that both self-efficacy and work engagement affect job satisfaction.

This case study of India by Sharma B. and Raina A. (2010) to examine the to ascertain the level of employee engagement and the determinants thereof among the sales executives of a private sector organization. Sample for the study consists of 51 sales executives of a manufacturing organization located in the National Capital Region. Data were collected with the help of an 80-item "structured" questionnaire and analysed using the SPSS package. The findings show an across- the-board low rating on all 14 parameters of the study. Multiple regression analysis revealed that four out of the 12 potential predictors, all of which belong to the situation within which the employees are working, are the critical determinants of employee engagement.

This paper extends the resource based view of the firm to employee engagement and explores linkages with firm performance. Jyotsna B. and Soumendu B. (2010) argue that employee engagement interacts with other intangible variables such as the sense of justice and psychological contract which an individual feels and expects, respectively. Collected data for the present study from 310 working executives employed in different industry sectorsby using questionnaire. The results explained that the entire equation may lead to high firm performance which in turn may affect Employee Engagement. It proposes a conceptual model of these intangible variables and their linkage with the tangible variable of firm performance.

Anthony L., Brychan T. and Owen B. (2012) critically explore the induction and socialization of an employee into a bakery organization and what affect this can have in relation to employee engagements. It also evaluates induction and socialization processes and considers their effectiveness through the two differing levels of employment: permanent employees and temporary employees. The sample of the research was employees of bakery organization and research gathered data through a triangulation of methods in order to gain a holistic perspective of the potential employee engagement–induction link. The findings of their research were variables had the positive influence on the employee engagement.

Swaminathan J. and Rajasekaran D. (2010) conducted the research study in India to examine that the value of the organization is transferred from physical asset to effective work force. Employee Engagement is an important area that an organization should concentrate to be productive and to get effective, loyal, and committed work force. For collecting the primary data, a structured questionnaire, comprising of multiple choice and close-ended questions was administered to 80 employees in the organization using non proportionate stratified random sampling method. The questionnaire contains all the factors like communication, socialization, mentoring, incentives etc which can increase commitment, loyalty and effectiveness. In this study multiple regression, correlation and ANOVA have been used to analyze and interpret the data collected. The findings explained that all the variables affect positively employee engagement.

Dr. Shulagna S. (2011) conducted a research in India, Hyderabad with aimed to investigate that not only service organization but also the manufacturing organization try to engage the employees with them. Having engaged employees not only ensures incremental benefits during the upswing but also assures innovative ideas, commitment and supports organizations in the low lying times. The paper discusses the factors contributing to the employee engagement. The sample size for the survey was 10 manufacturing units. Both primary and secondary data was collected. Questionnaire was used for collecting data. 60 items are measured on 7 point Likert scale. Data was analyzed by calculating mean. The findings of study indicate that all had positive impact with it but A significant decrease in the satisfaction with respect to 'Pay' and 'Training and Development' was also observed. This can be attributed to the recessionary period and due to which there was salary cuts and decrease in the budget of Training and Development as a part of cost cutting.

Rabiya S. and Srivasatava R.K. (2012) investigate the mentoring relationship with employee engagement on sales professionals. Organizations look at ways to create a positive work environment where employees can look at continuous growth and expansion of knowledge. This to a larger extent has been achieved by mentoring programs which have not only enabled employees to plan their career growth but have also provided them with psychological support and an anchor. The study involved surveying a sample of 170 sales / marketing professionals at different levels in the organizational hierarchy from Mumbai region. It was found that there was a significant difference in the employee engagement scores of respondents who were a part of mentoring relationship. Thus, indicating that organizations who plan to invest their resources in establishing a mentoring program will see a significant effect on the employee engagement levels of their workforce.
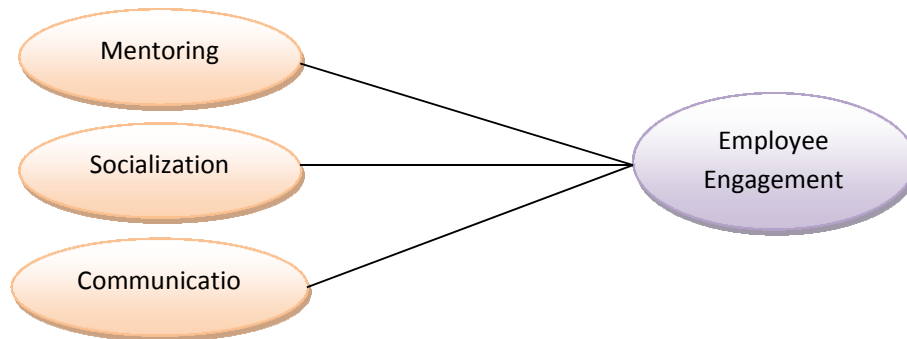
Theoretical Framework

Independent Variable

- ✓ Mentoring
- ✓ Socialization
- ✓ Communication

Dependent Variable

- ✓ Employee Engagement

Mentoring

The mentors in US have a positive impact on the teacher retention irrespective of the matter what was the required performance and what was the actual performance (Nemsar and Sharon, 1996). Engaged employees are a traditional mentoring relationship is where an experienced and relatively old employee assist the newer once towards the personal and professional development (Sange and Srivastava, 2012). This kind of programs provides support for learning the organizational culture team's interaction and most important the unspoken rules of the organization. Mentoring programs are proven way to produce the professional interest and commitment to the organization or the departments. It creates the diversity and supports immediate transmission of different assignments and when new knowledge and skills are required (Sange and Srivastava, 2012). Adult development and carrier theories both have described that the mentoring relationship have a great ability to improve the abilities of an individual on the work place early and middle stages of his professional carrier. Relationship with the mentors enables the younger ones to step in successful in the professional life (Kram, Issabella).

H_1: Mentoring significantly related to the employee engagement.

Socialization

Socialization is the name of the study to know about the personalities, attitudes and behaviors of the new employees (Ardts, Jansen and Velde, 2001). Socialization mainly focuses on the personal aspects of a new employee that is, getting to know the people, that how much they are competent towards their work and how much they have ability to face the complexities (Johnson and Senges, 2010). Induction is a dimension of socialization which mainly focuses on the procedural accepts of the employee (Johnson and Senges, 2010). We can say that it is a guiding program for their employees because if the employees have any problem related to their work and facing problems to find out the right direction then this problem can be solved through induction process. Both of the aspects are focusing on employee work and the organization strategic goals and induction is creating a link between these two accepts so that employee engagement will be easier to achieve. (MacLeod and Clarke, 2009) For achieving these goals we need to our employees to be engaged

towards their work and this would be possible through socialization process. This causes to increases the employee engagement in the organization (MacLeod and Clarke, 2009)

H_2: Socialization significantly related to the employee engagement.

Communication

Communication inside or outside the organization plays an important role in ensuring employee engagement (Lockwood). It is an established fact that clear concise and honest communication is an important tool for enhancing the employee engagement. Poorly done and ambiguous communication in nature can lead to the dissatisfaction of employees, distrust and employee turnover. And studies mentioned that there is a considerable impact of trust on individual group or any organization. (Earley, 1986; and Robinson, 1996), Just applying the tool of communication you know about the personal aspects of the employee how much abilities they have (Iyer and Israel).

H_3: Communication significantly related to the employee engagement.

Methodology

Population

The population for this research study is all departments of Pak fan.

Sample, Sample technique

We are using probability sampling technique which is simple random sampling. We give 150 questionnaire but 100 respondents come from all departments. Four variables are selected for this research and each variable have 5 questions.

Research Design

Data collection method

There are basically two ways for data collection. These are primary data or secondary data. Both ways are used for this research study on employee engagement. Data collected for research is quantitative plus qualitative. Data is getting from internet previous researches and for conducting this research structured questionnaire is designed for collecting data by Lickert Scale from Pak fan Gujrat by surveys there. Employees also get their views about questions. The sample size is 100 individuals to know how much they are engaged with their jobs and what they think about increasing job engagement.

Data analysis technique

The techniques used for this research study are descriptive statistics, hypothesis testing, and correlation. The software used for this research is SPSS.

Analysis of Questionnaire

The quality of questionnaire is analyzed by reliability analysis. The chronbach Alpha is calculated for questions of each variable.

The table 1 explains that questionnaire used for this research study about mentoring is 91.6% reliable.

The table 2 calculated the chronbach alpha of the questions of socialization. The reliability of its questions is 7.2%.

Table 3 is about the questions of mentoring. The chronbach alpha of communication questions is 58%.

Table 4 is about the questions of employee engagement. The chronbach alpha of its questions is 53.1%.

There are total 20 questions in questionnaire. Three are independent and one is dependent variable. For each variable there are five questions. Now each question is explained by frequency distribution and Pie charts.

Table 5

Variable	Question	Scale	Frequency
SOCIALIZATION	Q1	Strongly Agree	6
		Agree	12
		Neutral	12
		Disagree	54
		Strongly Disagree	16
	Q2	Strongly Agree	4
		Agree	0
		Neutral	14
		Disagree	64
		Strongly Disagree	18
	Q3	Strongly Agree	6
		Agree	12
		Neutral	18
		Disagree	48
		Strongly Disagree	16
	Q4	Strongly Agree	6
		Agree	8
		Neutral	18
		Disagree	54
		Strongly Disagree	14
	Q5	Strongly Agree	0
		Agree	2
		Neutral	18
		Disagree	70
		Strongly Disagree	10

Interpretation:

The table 5 represent the findings related to the question that whether the employees were told about the general culture of the organization Pak fan when they started working there as it is necessary to introduce the employee towards the organization culture .The results shows that 54% employees agree that they were told about the organization culture, 16% are strongly agree with this, 12% Neutral, 12% Disagree and only 6% disagree with it. So most of the employees responses shows that they were they were properly told about the organizational culture. The employees told during filled the questionnaire that the reason of disagree is that mangers think employees should need to concern their work so they don't think that orientation about organization or his department is necessary. The 12% neutral employees don't feel the need of it.

In question 2 the findings related to the answer that the initial training help the employees to improve their performance the training is essential for improving the performance and to for working efficiently. 64% results shows that they were properly provided the job training to improve their performance, 18% employees are strongly agree, 14% neutral, and only 4% employees disagree with the question that initial training help them in improving their performance. The employees who are neutral in this question told that they didn't need the initial training. They already knew their work.

The table explains the answer of the question 3 that is the organization supports the work groups. Work group is essential part of the job the employees with work groups perform their tasks with ease and quickly. The results shows that 48% agree, 16% strongly agree show the Pak fan favors the work groups. Only a little bit employees disagree with it.

The question 4 related to socialization gives the results that more the half of the employees agrees that they can discuss the things openly in the workplace. By providing these the organization can enhance the socialization. The workers perform better for organization. Only 8% Disagree and 6% strongly disagree. Majority of the employees agree from it. Manager of all departments have their own policies. Some encourage openly discussion workplace but some departments don't need it. Especially purchase department follow it.

The results of question 5 shows that the organization properly guide its employees and help the employees to know the work and tasks which they have to perform. This part is very necessary to fully aware and introduces the employees to the work which is to be done. 70% agree, 10% strongly agree, 18% neutral and only 2% disagree with this. Majority of employees are satisfied with this question that organization helped them. They provide proper job description to the employees and a test is given to them in which they properly face work situation. One quality inspector also told the employee in which way they want to produce.

Table 6

Variable	Question	Scale	Frequency
COMMUNICATION	Q6	Strongly Agree	6
		Agree	8
		Neutral	20
		Disagree	58
		Strongly Disagree	8
	Q7	Strongly Agree	6
		Agree	16
		Neutral	14
		Disagree	52
		Strongly Disagree	12
	Q8	Strongly Agree	0
		Agree	22
		Neutral	22
		Disagree	48
		Strongly Disagree	8
	Q9	Strongly Agree	4
		Agree	10
		Neutral	24
		Disagree	56
		Strongly Disagree	6
	Q10	Strongly Agree	0
		Agree	8
		Neutral	10
		Disagree	58
		Strongly Disagree	24

Interpretation

The question 6 related to the communication that the manager, supervisor ask the ideas of the employees to improve their job the results shows that 58% agree, 8% strongly agree, 20% neutral means they don't give any view, 8% disagree and only 6% strongly disagree. It means the majority of the employees admit that they say their own ideas for improving the job and their performance. The employees neutral or disagree with the question told that there is no concept of this thing. Manager usually thinks that they don't feel the need to ask from the employees.The table 2 of question 7 shows that more than half of the employees give their suggestion and opinions to the managers in the decision making process. The employees fully contribute towards the organization goals. 52% agree, 12% strongly agree, 14% neutral, 16% disagree and 6% strongly disagree so most of the employees take part in the decision making in such manner. This pattern follows in finance, export and in purchase department. The managers of other departments told that the employees are illiterates; they don't think they give the right views.

The question 8 state that the employees the share the ideas and views freely with the management. The graph represent that 48% agree, 8% strongly, 22% neutral and 22% disagree. It shows that most of the employees of the Pak fan can share their views and ideas freely with the management and never feel any hesitation. It increases their job performance and commitment to a greater extent. The reason during survey was find out of large number of disagree there is not a culture of communication. The managers of sales and production department told that if they do it, it's difficult to manage the demands of workers.

The results shown above of the question 9 that are the employees fully informed towards any change in the policy. 56% employees agree, 6% strongly agree, 24 % neutral, 10% disagree, and 4% strongly disagree. So most agree with that they are timely informed and the rest disagree due to their lack of interest and their low communication. They inform to all the departments by circulating notice in all departments and mangers of each department told the all employees.

The results of question 10 show that 58% agree, 24% strongly means that the employees of the organization can interact with their colleagues. Such type of the interaction can make the communication between employees more desirable. Only 8 % employee disagrees with this. So the employees can communicate by interacting with one another. This thing also judge during survey that employees worked in friendly environment.

Table 7

Variable	Question	Scale	Frequency
MENTORING	Q11	Strongly Agree	2
		Agree	18
		Neutral	18
		Disagree	52
		Strongly Disagree	10
	Q12	Strongly Agree	2
		Agree	22
		Neutral	20
		Disagree	50
		Strongly Disagree	6
	Q13	Strongly Agree	0
		Agree	26
		Neutral	20
		Disagree	46
		Strongly Disagree	8
	Q14	Strongly Agree	0
		Agree	18
		Neutral	20
		Disagree	60
		Strongly Disagree	2
	Q15	Strongly Agree	0
		Agree	20
		Neutral	22
		Disagree	48
		Strongly Disagree	10

Interpretation

The table 7 of question 11 represents the employee belief about the organization mentoring program. 52% agree and 10% strongly agree that the organization provides mentoring program, 18 % results are neutral, 18% disagree, and 2% strongly disagree. But a specific portion of people are neutral or disagree means some of the departments don't follow the mentoring program. In finance and purchase department proper mentoring program are conducted.

The interpretation of the question 12 shows that 50% employees are satisfied with the mentoring program and 6% are strongly agree but the 20% of employees are neutral they don't give specific view about it and 22% are disagree and not satisfied with the mentoring program. Same like question 11 in some departments mentoring program is weak.

The results of the question 13 shows that the 46% employees and 8% are strongly agree that their carrier have been improved from the mentoring program provided by the organization.20% employees do not give any view about mentor corporation. 26% of employees disagree and dissatisfied and 8% are strongly disagree with this mentoring program. This question again clear that like above 2 questions that supervisors don't properly take care or train the employees.

It is clear from the table and findings of question 14 that 60% employees agree and2% strongly agree that the mentor program helped them to bring the positive change to their work and such program have improved their performance. 20% are neither agree nor disagree they have no view about this and the 18% are disagree they believe that it does not bring any positive change in them. Some of the employees get promotions by mentoring program. Because their skills or knowledge become improve.

The results oe question 15 clearly demonstrate that 48% employees are agree and 10% employees are strongly agree that their mentors trains them about the work properly, there exist no view in the 22% employees about the mentor training and the 20% are disagree with this statement and have the negative views. The all five questions explain that mentoring program is very weak and majority of employees are not satisfied from it.

Table 8

Variable	Question	Scale	Frequency
EMPLOYEE ENGAGEMENT	Q16	Strongly Agree	4
		Agree	18
		Neutral	16
		Disagree	44
		Strongly Disagree	18
	Q17	Strongly Agree	6
		Agree	2
		Neutral	2
		Disagree	62
		Strongly Disagree	28
	Q18	Strongly Agree	0
		Agree	10
		Neutral	8
		Disagree	74
		Strongly Disagree	8
	Q19	Strongly Agree	0
		Agree	0
		Neutral	8
		Disagree	66
		Strongly Disagree	26
	Q20	Strongly Agree	2
		Agree	2
		Neutral	2
		Disagree	70
		Strongly Disagree	24

Interpretation

The question 16 interpretation represents that the 44% employees agree and 18% strongly agree and want make their future carrier with this organization and fully committed and satisfied, 16% does not know that whether they will carry on in the future or will resign, 18% disagree and 4% are strongly disagree and don't want to make their future carrier with this organization. Some of the employees have master level qualification but work here as clerk. Because of un employment they don't find the job according to their requirement. To earn live they work but are not satisfied.

The findings of question 17 represent clearly that 62% employees agree, 28% employees are strongly agree that they are satisfied with the work they do. Their satisfaction level is high and positive with their work. 2% does not have any view, 2% disagree and only 1% strongly disagrees and is not satisfied with their work so they may quite in the future. This prove by this reason that many of the employees spend 35 to 40 years of their age with this organization and they own self told that they didn't feel to find other job.

The table displaying that the respondents of question 18 were 74% employees agree, 8% strongly agree that they get enthusiastic mostly about their work, 8% employees do not poses any view about this and 10% are disagree that they get enthusiastic with their work. The result shows that majority of employees done their work with courage. It's related with previous question, the reason of this question is same as above.

The results of question 19 represent that 66% employees agree, 26% are strongly agree and told that they fulfill the required performance on the job and 8% employees don't have any view about this and non of the employee disagree with this. The result shows the employee engagement with their job. It also means that employees are satisfied with their performance. No one is disagree with it.

The question 20 represent that 70% employees agree, 24% strongly agree that they know very well what they are expected to do in the job and what performance level the organization demands and require from them, 2% neither agree or disagree they don't have any views, 2% disagree and 2% strongly disagree and don't know what the organization require and expect from them. The one thing is also observed that employees are said they work in right way but there is lack from them. When they find that no one is on their head they leave the work and start gossip.

Table 9

Questions	Mean	Standard Error	Median	Mode	S.D	Sample Variance	Skewness	Range	Confidence Level (95.0%)
Q 01	3.62	0.108040396	4	4	1.0804	1.167272727	-0.9544	4	0.214375581
Q 02	3.92	0.082486607	4	4	0.8249	0.68040404	-1.6121	4	0.16367132
Q 03	3.56	0.108544084	4	4	1.0854	1.178181818	-0.786	4	0.215375006
Q 04	3.62	0.102277104	4	4	1.0228	1.046060606	-1.0256	4	0.202939959
Q 05	3.88	0.059083916	4	4	0.5908	0.349090909	-0.569	3	0.117235304
Q 06	3.54	0.096838927	4	4	0.9684	0.937777778	-1.1367	4	0.192149436
Q 07	3.48	0.108692877	4	4	1.0869	1.181414141	-0.7664	4	0.215670243
Q 08	3.42	0.092310412	4	4	0.9231	0.852121212	-0.3106	3	0.183163879
Q 09	3.5	0.090453403	4	4	0.9045	0.818181818	-1.0028	4	0.179479172
Q 10	3.98	0.081624912	4	4	0.8162	0.666262626	-0.8726	3	0.16196153
Q 11	3.5	0.096922337	4	4	0.9692	0.939393939	-0.6113	4	0.192314939
Q 12	3.36	0.095895566	4	4	0.959	0.91959596	-0.5025	4	0.190277603
Q 13	3.36	0.095895566	4	4	0.959	0.91959596	-0.2219	3	0.190277603
Q 14	3.46	0.08092895	4	4	0.8093	0.654949495	-0.8014	3	0.16058059
Q 15	3.48	0.092638103	4	4	0.9264	0.858181818	-0.3293	3	0.18381409
Q 16	3.54	0.110481042	4	4	1.1048	1.220606061	-0.5618	4	0.21921835
Q 17	4.04	0.096315978	4	4	0.9632	0.927676768	-1.8806	4	0.191111792
Q 18	3.8	0.072474308	4	4	0.7247	0.525252525	-1.2997	3	0.143804746
Q 19	4.18	0.055741104	4	4	0.5574	0.310707071	0.04799	2	0.110602441
Q 20	4.12	0.071463772	4	4	0.7146	0.510707071	-1.8745	4	0.141799624

Descriptive Statistics Calculations on data

In table 9 there are some statistical calculations on sample data. Almost the values of mean, median and mode are near to another of all data. Confidence level also calculates on it. The confidence level refers to the percentage of all possible samples that expected to include the true population parameter. In this research confidence level calculated for all questions of sample. The all values of above table show that this research samples the true population parameter.

Implication of Correlation

Correlation is related in the sense that both deal with relationships among variables. The correlation coefficient is a measure of linear association between two variables. Values of the correlation coefficient are always between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear sense; a correlation coefficient of -1 indicates that two variables are perfectly related in a negative linear sense, and a correlation coefficient of 0 indicates that there is no linear relationship between the two variables.

Correlation analysis cannot be interpreted by establishing cause-and-effect relationships. The correlation coefficient measures only the degree of linear association between two variables. Any conclusions about a cause-and-effect relationship must be based on the judgment of the analyst.

Table 10

Variables	Socialization (IV)	Mentoring (IV)	Communication (IV)	Employee Engagement (DV)
Socialization(IV)	1			
Mentoring (IV)	0.5424182	1		
Communication (IV)	-0.1070507	0.54335597	1	
Employee Engagement(DV)	0.794604	0.74077969	-0.1260382	1

The above table 10 of correlation shows the relation between independent variables (socialization, communication and mentoring) and dependent variable (Employee Engagement). Socialization has positive relation with employee engagement. The socialization 79% correlates with employee engagement. It's positive but moderate relationship. The other independent variable is mentoring. It's also positive but moderate 74 % relationship with employee engagement. But one independent variable communication has no significant relationship with employee engagement. The result show that if socialization and mentoring increases. It causes the positive effect on employee engagement. Employee engagement increases by increasing these two variables and employee engagement doesn't affected by communication.

According to the result of correlation we can test hypothesis of this research.

It's hypothesized that mentoring significantly related to the employee engagement. The first hypothesis of this research proves true that mentoring related with employee engagement and the impact of mentoring is positive with the favor of Chandan Kumar S. and Sukanta M. (2012) Ologbo C. A. and Saudah S. (2012), Jennifer E. S., Sharon P. M., Mamta U. O., Jacquelyn B. J. and Rabiya S.(2011) and Srivasatava R.K. With the increasing mentoring program in the organization employees become satisfied and more engaged with their jobs. The other hypothesis was Socialization significantly related to the employee engagement. it also becomes true that socialization related with employee engagement by positive impact. If socialization increases it causes positive effect on employee engagement. It's proved by above explained frequency distribution charts with the favor of Swaminathan J. and Rajasekaran D. (2010), Amran R., Huam H. T., Thoo A. C. and Bandar K. (2012), Chandan K. S. and Sukanta M. (2012) and Ologbo C. A. and Saudah S. (2012). It's hypothesized that Communication significantly related to the employee engagement. The last hypothesis explains that communication related with employee engagement. The all analysis shows that there is no significantly relationship of communication with employee engagement. Means lack of communication causes no significant effect on employee engagement. This hypothesis become null hypothesis because so no significant relation. It doesn't say that it's negative relationship because the correlation between these two variables is -0.1260382. Its weak negative relation against the research study of of Ologbo C. A. and Saudah S. (2012) and Chandan K. S. and Sukanta M. (2012). It's also cleared in above frequency that in Pak fan no culture of communication exists.

Findings

After the all statistical calculations and interpretation its find out that all the Independent variables have significantly effect on employee engagement.

- Socialization has positive but moderate relationship because every variable have 5 questions and employees are not satisfied from all of the categories included in socialization. Not all of the departments are socializing and mentor to their employees.
- Mentoring also has positive but moderate relationship and employees are not satisfied from all of the categories selected in questionnaire for mentoring. The frequency clearly described it.

- The communication system is very week of the Pak fan. Communication has not significant relationship with employee engagement. It's very weak negative correlation.
- During survey for research it's also finding out that in purchase department mentoring program is done according to the ISO 2000 training given to the employees and the employees of this department spend 35 to 40 years of their age in this organization.
- Communication system with managers is probably week in all departments. During survey its find out that the managers hesitate for filling questionnaire from employees.

Conclusion

At the end it's concluded that this research explains that employee engagement is most important asset of the organization and the most important topic for HR because the profits of organization depend on the loyalty of employees. Employee's loyalty and commitment is essential for strong relation of employee engagement. The literature of the research explain it clearly and it also explained by all statistical calculations. Communication shows the no significant relation with employee engagement. According to previous literature strong communication causes strong job involvement of employees but in Pak fan there is fully absence of communication. It's a weak point of Pak fan that they don't ask about employee ideas. According to socialization and mentoring, people are not much educated so these are necessary for employees that proper or timely training given to all departments of employees. But all of them neglected in Pak fan. During surveys of Pak fan for research, questionnaire was asked from illiterate workers. They give their own views with answers. According them, they don't get job according to their qualification so they are don't satisfied and want to switch. But the same place many people are committed on their jobs by 35 to 40 years. It means there is easily communication should recover. But in all departments there is no communication of managers with employees and managers don't think that it's important. This research is much helpful for manufacturing organizations because these variables perceive very small things. But there impact is very big. These are continuously neglected.

Recommendation

By analyzing the results and findings of the research it's recommended that

- Communication is most important factor, its need to be positive impact on employee engagement. So its need to improve the communication culture in the organization.
- Socialization and mentoring program are causes positive relation with employee engagement so theses should started in all organization. It increases the employee loyalty and job commitment.
- This finding hints at the fact that positive mentoring which maximizes skills and knowledge will be immensely effective in creating an engaged workforce (Weaver, 2011) and Rabiya S. and Srivasatava R.K. (2012).
- On job or off job training should provide to the all departments of the organization. It increases organization commitment.
- It's necessary in organization that managers of departments feel the need of socialization, mentoring and specially communication for their employees. They should search new ways to control the employees.
- Increasing employee engagement is highly dependent on leadership and establishes two-way and transparent communication where the personnel's work and views are valued and respected. It is about building a truly great relationship with the workforce. Chandan K. S. and Sukanta M. (2012)
- According to Rabiya S. and Srivasatava R.K. (2012) the mentoring program incorporates feedback meetings with established guidelines to give mentors and mentees the opportunity to provide concerns or suggestions periodically.
- The employee engagement is improved by the following ways according to Dr. Shulagna S. (2011)
  1. Regular feedback from people.
  2. Developing a safe, clean and inspiring work environment.
  3. Intranet forums and blogging for interaction with top management directly.
  4. Choosing the right person and giving the realistic job purview.
  5. Strong induction and orientation program.
  6. Giving employees challenging work.
  7. Showing employees that you care about them.
  8. Rigorous training and development.

Future implications

For future research on this field should be done on Corporate Social Responsibility. The point of this research should be focused on future research that in Pakistan, there is problem of unemployment so people don't find the job or the right job according to their qualification. These employees never are satisfied with job and it causes decrease in employee engagement.

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Glossary:

Table 1

Reliability Statistics for Questions for Mentoring

Cronbach's Alpha	N of Items
.916	5

Table 2

Reliability Statistics for Questions about Socialization

Cronbach's Alpha	N of Items
.772	5

Table 3

Reliability Statistics for the Questions of Communication

Cronbach's Alpha	N of Items
.580	5

Table 4

Reliability Statistics for the Questions of Employee Engagement

Cronbach's Alpha	N of Items
.531	5