

**A STUDY ON EMPLOYEE ENGAGEMENT  
AT  
NIA-IT SOLUTIONS OPC PVT LTD**

Submitted in partial fulfillment of the requirements for the award of

**Bachelor of Commerce**

by

**DIVYASHREE N**

**(40740078)**



**DEPARTMENT OF BUSINESS ADMINISTRATION  
SCHOOL OF MANAGEMENT STUDIES**

**SATHYABAMA**

**INSTITUTE OF SCIENCE AND TECHNOLOGY  
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE  
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

**APRIL - 2023**



**SATHYABAMA**

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited "A" Grade by NAAC | 12B Status by UGC | Approved by AICTE

[www.sathyabama.ac.in](http://www.sathyabama.ac.in)

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**BONAFIDE CERTIFICATE**

This is to certify that this Project Report is the bonafide work of DIVYASHREE N (40740078) who carried out the Project Training at “**NIA-IT SOLUTIONS OPC PVT LTD**” under our supervision for a period of 3 months from January 2023 to March 2023.

**MS. SAI RAMYA K**  
Internal guide

**MS.PONNI.V**  
External Guide

SCHOOL OF MANAGEMENT STUDIES  
**SATHYABAMA**  
INSTITUTE OF SCIENCE AND TECHNOLOGY  
**DR. BHUVANESWARI C, MBA, Ph.D**  
Applied Nagar, Rajiv Gandhi Sala  
Dean – School of Management Studies

Submitted for Viva Voce Examination held on 08.05.2023

**Internal Examiner**

**External Examiner**

## DECLARATION

I DIVYASHREE N (40740078) hereby declare that the Project work done by me under the guidance of MS. SAI RAMYA K (Internal) and Ms. PONNI.V (External) at NIA-IT SOLUTIONS OPC PVT LTD No.33,1<sup>st</sup> floor, Kothari Complex , Dhandeeswaram, 1st Main Road Velacherry, Chennai – 42 is submitted in partial fulfillment of the requirements for the award of Bachelor of Commerce.

**DATE: 29.04.2023**



**PLACE: CHENNAI**

**SIGNATURE OF THE CANDIDATE**

## ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my thanks to **Dr. G. Bhuvaneswari, MBA., Ph.D., Dean - School of Management Studies** and **Dr. A. Palani, M.Com., M.Phil., M.B.A., Ph.D., Head of the Department, Dept. of Business Administration** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **MS. SAI RAMYA K** for his valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **Department of Business Administration** who were helpful in many ways for the completion of the training.

**DIVYASHREE N**

## **ABSTRACT**

Employee Engagement refers to employee's involvement in work and his commitment to the vision, mission and goals of the organization. Both employer and employee have an active role to play in cultivating engagement. The present research proposes to identify the determinants and outcomes of employee engagement strategies in Information Technology sector. On the basis of secondary research, five determinants – job role, organizational support, rewards & recognition, training & development and leadership & planning, and three outcomes – organizational commitment, organizational citizenship behavior and employee satisfaction have been taken as variables of employee engagement in the study. Questionnaire on determinants and outcomes of employee engagement and data was analyzed. Findings indicate that job role, rewards & recognition and leadership & planning are strong determinants of employee engagement and further, employee engagement results in organizational citizenship behavior, employee commitment and employee satisfaction.

# TABLE OF CONTENTS

| CHAPTER NO. | TITLE                                       | PAGE NO. |
|-------------|---------------------------------------------|----------|
|             | <b>ABSTRACT</b>                             | 5        |
|             | <b>LIST OF TABLES</b>                       | 7        |
|             | <b>LIST OF FIGURES</b>                      | 8        |
| 1           | <b>INTRODUCTION</b>                         | 9        |
|             | 1.1 Introduction about the topic            | 9        |
|             | 1.2 Industry profile                        | 17       |
|             | 1.3 Company profile                         | 18       |
|             | 1.5 Need for the Study                      | 21       |
|             | 1.6 Objectives of the Study                 | 23       |
|             | 1.7 Scope of the Study                      | 22       |
|             | 1.8 Limitations of the Study                | 24       |
| 2           | <b>2.1 REVIEW OF LITERATURE</b>             | 25       |
| 3           | <b>RESEARCH METHODOLOGY</b>                 | 33       |
|             | 3.1 Research Design                         | 33       |
|             | 3.2 Sources of Data                         | 33       |
|             | 3.3 Structure of Questionnaire              | 33       |
|             | 3.4 Sample size                             | 33       |
|             | 3.5 Sampling technique                      | 33       |
|             | 3.6 Period of the Study                     | 33       |
|             | 3.7 Analytical Tools                        | 33       |
| 4           | <b>DATA ANALYSIS AND INTERPRETATION</b>     | 34       |
|             | 4.1 Percentage Analysis                     | 34       |
| 5           | <b>FINDINGS, SUGGESTIONS AND CONCLUSION</b> | 53       |
|             | 5.1 Findings of the Study                   | 53       |
|             | 5.2 Suggestions                             | 55       |
|             | 5.3 Conclusion                              | 56       |
|             |                                             |          |
|             | <b>REFERENCES</b>                           | 57       |
|             | <b>ANNEXURE (Questionnaire)</b>             | 59       |

## LIST OF TABLES

| TABLE NO. | PARTICULARS                       | PAGE NO. |
|-----------|-----------------------------------|----------|
| 4.1       | AGE OF RESPONDENTS                | 34       |
| 4.2       | GENDER OF RESPONDENTS             | 35       |
| 4.3       | QUALIFICATION OF RESPONDENTS      | 36       |
| 4.4       | YEARS OF EXPERIENCE               | 37       |
| 4.5       | MONTHLY INCOME OF RESPONDENTS     | 38       |
| 4.6       | UNDERSTANDING OF COMPANY'S GOALS  | 39       |
| 4.7       | COMPATIBILITY TOWARDS THE JOB     | 40       |
| 4.8       | JOB SECURITY                      | 41       |
| 4.9       | WORK ENVIRONMENT                  | 42       |
| 4.10      | EFFICIENCY IN THE WORK            | 43       |
| 4.11      | CAREER ADVANCEMENT OPPORTUNITIES  | 44       |
| 4.12      | UTILIZATION OF SKILLS AND TALENTS | 45       |
| 4.13      | WORK STRESS MANAGEMENT            | 46       |
| 4.14      | SATISFACTION OF CURRENT JOB       | 47       |
| 4.15      | SATISFACTION OF PAY               | 48       |
| 4.16      | EMPLOYEE- EMPLOYEE ENGAGEMENT     | 49       |
| 4.17      | FEEDBACK ANALYSIS                 | 50       |
| 4.18      | RECOGNITION OF WORK               | 51       |
| 4.19      | FAIR WORK MANAGEMENT              | 52       |

## LIST OF CHARTS/FIGURES

| CHART NO. | PARTICULARS                       | PAGE NO. |
|-----------|-----------------------------------|----------|
| 4.1       | AGE OF RESPONDENTS                | 34       |
| 4.2       | GENDER OF RESPONDENTS             | 35       |
| 4.3       | QUALIFICATION OF RESPONDENTS      | 36       |
| 4.4       | YEARS OF EXPERIENCE               | 37       |
| 4.5       | MONTHLY INCOME OF RESPONDENTS     | 38       |
| 4.6       | UNDERSTANDING OF COMPANY'S GOALS  | 39       |
| 4.7       | COMPATIBILITY TOWARDS THE JOB     | 40       |
| 4.8       | JOB SECURITY                      | 41       |
| 4.9       | WORK ENVIRONMENT                  | 42       |
| 4.10      | EFFICIENCY IN THE WORK            | 43       |
| 4.11      | CAREER ADVANCEMENT OPPORTUNITIES  | 44       |
| 4.12      | UTILIZATION OF SKILLS AND TALENTS | 45       |
| 4.13      | WORK STRESS MANAGEMENT            | 46       |
| 4.14      | SATISFACTION OF CURRENT JOB       | 47       |
| 4.15      | SATISFACTION OF PAY               | 48       |
| 4.16      | EMPLOYEE- EMPLOYEE ENGAGEMENT     | 49       |
| 4.17      | FEEDBACK ANALYSIS                 | 50       |
| 4.18      | RECOGNITION OF WORK               | 51       |
| 4.19      | FAIR WORK MANAGEMENT              | 52       |

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 INTRODUCTION ON THE STUDY**

Employee engagement is a human resources concept that describes the level of enthusiasm and dedication a worker feels toward their job. Engaged employees care about their work and about the performance of the company and feel that their efforts make a difference. An engaged employee is in it for more than a paycheck and may consider their well-being linked to their performance, and thus instrumental to their company's success. Its clear links to job satisfaction and employee morale. Communication is a critical part of creating and maintaining employee engagement. Engaged employees are more likely to be productive and higher performing. Employers can encourage employee engagement in many ways, including communicating expectations clearly, offering rewards and promotions for excellent work, keeping employees informed about the company's performance, and providing regular feedback. Engaged employees believe that their work is meaningful, believe that they are appreciated and backed by their supervisors and that they have been entrusted with the success of their company.

The concept of employee engagement is a relatively recent one. Most of the organizations feel that employees work for the pay that is being given to them. But this type of thinking is outdated and faulty. There are several other non-financial factors that affects the employee engagement like advancement, autonomy, civilized treatment, employer commitment, environment, exposure to senior people, praise, support, the feeling of being challenged and trusted, the feeling of working for a reliable organization, the feeling of working on important assignments and the feeling of respect in work-life balance (Woodruffe, 2006). Most of the major organizations provide tools for assessing the drivers that enhance employee engagement (Bakker & Schaufeli, 2008).

### **1.1.1EVOLUTION OF EMPLOYEE ENGAGEMENT AND ITS DEFINITION**

Most references relate employee engagement to survey houses and consultancies. It is less taken as an academic construct. The concept is relatively new for HRM and appeared in the literatures for nearly two decades (Rafferty, Maben, West and Robinson, 2005; Melcrum Publishing, 2005; Ellis and Sorensen, 2007).

The construct, employee engagement emanates from two concepts that have won academic recognition and have been the subjects of empirical research Commitment and Organizational Citizen Behavior (OCB) (Robinson, Perryman and Hayday, 2004; Rafferty et al., 2005). Employee engagement has similarities to and overlaps with the above two concepts.

Robinson et al. (2004) state that neither commitment nor OCB reflect sufficiently two aspects of engagement-its two-way nature, and the extent to which engaged employees are expected to have an element of business awareness, even though it appears that engagement overlaps with the two concepts. Rafferty et al (2005) also distinguish employee engagement and the two prior concepts- Commitment and OCB on the ground that engagement clearly demonstrates that it is a two-way mutual process between the employee and the organization.

Endres and Mancheno-Smoak (2008) mentioned employee engagement as a fad and it has also been described as an old wine in new bottles (Little & Little, 2006). There exists some people who see engagement as a fluffy and costly distraction and that it is not practical and a waste of time (Engen, 2008). According to Sanchez (2007), employee engagement is defined as an outcome of how employees perceive their work, leadership of their organizations, the recognition and rewards they receive, and

the communication ethos of the organization. On the other hand, Cook (2008) defined Employee engagement as the term that is personified by the passion and energy employees have to give their best to the organization to serve the customer. It is all about the willingness and ability of the employees to give sustained discretionary effort to help their organization succeed. Shaw (2005) defined employee engagement as intellectual and emotional commitment to an organization.

In addition to this, Stairs et al., (2006) also defined employee engagement as the extent to which the employees thrive at work, are committed to their employer, and are motivated to do their best, for the benefit of themselves and their organization. Truss et al., (2009) defined employee engagement as Engagement is about creating opportunities for employees to connect with their colleagues, managers and wider organization. It is also about creating an environment where employees are motivated to want to connect with their work and really care about doing a good job. It is a concept which places flexibility, change and continuous improvement at the heart of what it means to be an employee and an employer in a twenty-first century workplace. Employee engagement is a positive feeling about the job as well as being ready to put more effort to make sure that the given job is accomplished to the best of the employees' ability (Galpin et al., 2008).

### **1.1.2 EMPLOYEE ENGAGEMENT STRATEGIES**

So far we have discussed the evolution and definition of employee engagement, the factors that affect it and importance of employee engagement explaining how it is linked to business performance. Now, at this stage any inquisitive reader may ask a question: So what? Employee engagement strategies listed below answer this question. In order to have engaged employees in any organization, managers need to look at the following ten points. We can call these points “tablets” because it is believed that they will cure employee disengagement diseases. Take these ten tablets:

**Start it on day one:** Most organizations do have clear new talent acquisition strategies. However, they lack employee retention strategies. Effective recruitment and orientation programs are the first building blocks to be laid on the first day of the new employee. Managers should be careful in pooling out the potential talent of the new employee through effective recruitment. The newly hired employee should be given both general orientation which is related to the company mission, vision, values, policies and procedures and job-specific orientation such as his/her job duties, and responsibilities, goals and current priorities of the department to which the employee belongs in order to enable him/her to develop realistic job expectations and reduce role conflict that might arise in the future. After the hiring decision is made, the manager has to ensure role-talent fit when placing an employee in a certain position and exert all managerial efforts needed to retain that talent in the organization.

**Start it from the top:** Employee engagement requires leadership commitment through establishing clear mission, vision and values. Unless the people at the top believe in it, own it, pass it down to managers and employees, and enhance their leadership, employee engagement will never be more than just a “corporate fad” or “another HR thing”. Employee engagement does not need lip-service rather dedicated heart and action-oriented service from top management. It requires “Leading by Being example”.

**Enhance employee engagement through two-way communication:** Managers should promote two-way communication. Employees are not sets of pots to which you pour out your ideas without giving them a chance to have a say on issues that matter to their job and life. Clear and consistent communication of what is expected of them paves the way for engaged workforce. Involve your people and always show respect to their input. Share power with your employees through participative decision making so that they would feel sense of belongingness thereby increasing their engagement in realizing it.

**Give satisfactory opportunities for development and advancement:** Encourage independent thinking through giving them more job autonomy so that employees will have a chance to make their own freedom of choosing their own best way of doing their

job so long as they are producing the expected result. Manage through results rather than trying to manage all the processes by which that result is achieved.

**Ensure that employees have everything they need to do their jobs:** Managers are expected to make sure that employees have all the resources such as physical or material, financial and information resources in order to effectively do their job.

**Give employees appropriate training:** Help employees update themselves increasing their knowledge and skills through giving appropriate trainings. Generally it is understood that when employees get to know more about their job, their confidence increases there by being able to work without much supervision from their immediate managers which in turn builds their self-efficacy and commitment.

**Have strong feedback system:** Companies should develop a performance management system which holds managers and employees accountable for the level of engagement they have shown. Conducting regular survey of employee engagement level helps make out factors that make employees engaged. After finalizing the survey, it is advisable to determine all the factors that driving engagement in the organization, then narrow down the list of factors to focus on two or three areas. It is important that organizations begin with a concentration on the factors that will make the most difference to the employees and put energy around improving these areas as it may be difficult to address all factors at once. Managers should be behind such survey results and develop action-oriented plans that are specific, measurable, and accountable and time- bound.

**Incentives have a part to play:** Managers should work out both financial and non-financial benefits for employees who show more engagement in their jobs. Several management theories have indicated that when employees get more pay, recognition and praise, they tend to exert more effort into their job. There should be a clear link between performance and incentives given to the employees.

**Build a distinctive corporate culture:** Companies should promote a strong work culture in which the goals and values of managers are aligned across all work sections. Companies that build a culture of mutual respect by keeping success stories alive will not only keep their existing employees engaged but also they baptize the new incoming employees with this contagious spirit of work culture.

**Focus on top-performing employees:** A study conducted by Watson Wyatt Worldwide in 2004/05 on HR practices of 50 large USA firms shows that highperforming organizations are focusing on engaging their top-performing employees. According to the finding of the same research, what high-performing firms are doing is what top-performing employees are asking for and this reduces the turnover of high-performing employees and as a result leads to top business performance.

### **1.1.3 OBJECTIVE OF EMPLOYEYEE ENGAGEMENT**

#### **1. Align Employees With the Organization's Goals and Values:**

Every organization has unique sets of goals and values. Aligning employees with **company goals** and values gives them a clear perspective of what the company wants to achieve. Employees thus have a better sense of teamwork and are less likely to leave the organization. They remain more engaged since they have a clear picture of how their efforts will translate into the organization's growth.

#### **2. Employee Productivity:**

**Productive employees** give more than they take. They understand business objectives well by actively participating in almost all organizational affairs, working hard on every task, and contributing to business outcomes.

With time employees stop bringing their enthusiasm to their workplace. The monotony of their work or unhealthy work culture may often lead to low employee satisfaction and

diminish their passion for work. Even though the reasons can vary from person to person, the repercussions companies face for employee unproductivity are the same.

### **3. Enhance Employees' Sense of Well-being:**

The sense of well-being is psychological. And people experience a good sense of well-being when they have better relationships, freedom, personal growth, and a sense of purpose and meaning in life.

Employees with a good sense of well-being are engaged and satisfied in their jobs and empower others with their positivity and enthusiasm.

Support your employees and always help them in need. Actively listen to them, communicate more to understand their state of mind, and try knowing anything is bothering them or diminishing their well-being.

### **4. Improve Workplace Conditions that Drive Engagement:**

By workplace conditions, I mean the **work environment, internal communication, teamwork**, respect, and healthy relationships in the workplace. All of these aspects collectively drive productivity and engagement. And this is why it is critical to improving these aspects.

Conduct **employee engagement surveys** to get a clear picture and then start working on the area which needs immediate attention. For example, the survey reveals that the employees are not happy about the communication in the organization and often are misinformed, or their opinions and views don't reach the top authorities. In this case, make sure you build a culture or a communication platform that helps address these issues.

When you give your employees an excellent working experience and take care of their needs, it helps improve productivity and the organization's overall growth.

## **5. Understand the Attitudes of Your Employees:**

A workplace consists of diverse mindsets, and often, they have their way of completing their tasks. Therefore, it's a manager's job to understand this aspect and delegate work to employees according to their core strengths and interests. Give them flexibility if they need it. If someone asks for flexible work hours to balance their work-life, try considering it.

If working around your employees' attitudes gives you more productivity and employee engagement, then consider it as your best bet.

## **6. Employee Motivation:**

**Employee motivation** is one of the most substantial aspects of employee engagement. Motivated employees tend to perform better and are more productive in their jobs. Motivated employees feel a sense of commitment to the organization's goals and objectives. They can lead to increased productivity and allow an organization to achieve higher levels of output. In contrast, demotivated employees spent most of the working hours surfing the internet for fun or looking for other job opportunities. Employee motivation can be increased by positive communication in the workplace, acknowledging individual contributions, and rewarding them for the same.

Often a hostile work environment also diminishes employee motivation. Management can, therefore, conduct surveys to know this aspect better and take immediate action to resolve the issue.

## **1.2 INDUSTRY PROFILE**

### **1.2.1 IT-SERVICE INDUSTRY**

Information technology (IT) services are services used by organizations to create, manage,

and deliver information, next to assisting with other business functions. Services include consulting, software development, systems integration, as well as hardware deployment and education.

#### **1.2.1 HISTORY OF IT-SERVICE INDUSTRY**

India's IT Services industry was born in Mumbai in 1967 with the creation of Tata Consultancy Services who in 1977 partnered with Burroughs which began India's export of IT services. The first software export zone, SEEPZ—the precursor to the modern-day IT park—was established in Mumbai in 1973. More than 80percent of the country's software exports were from SEEPZ in the 1980s. Within 90 days of its establishment, the Task Force produced an extensive background report on the state of technology in India and an IT Action Plan with 108 recommendations.

The Task Force could act quickly because it built upon the experience and frustrations of state governments, central government agencies, universities, and the software industry. Much of what it proposed was also consistent with the thinking and recommendations of international bodies like the World Trade Organization (WTO), International Telecommunication Union (ITU), and World Bank. In addition, the Task Force incorporated the experiences of Singapore and other nations, which implemented similar programs. It was less a task of invention than of sparking action on a consensus that had already evolved within the networking community and government. Regulated VSAT links became visible in 1994.

Desai (2006) describes the steps taken to relax regulations on linking in 1991: In 1991 the Department of Electronics broke this impasse, creating a corporation called Software Technology Parks of India (STPI) that, being owned by the government, could provide VSAT communications without breaching its monopoly. STPI set up software technology parks in different cities, each of which provided satellite links to be used by firms; the local link was a wireless radio link.

In 1993 the government began to allow individual companies their own dedicated links, which allowed work done in India to be transmitted abroad directly. Indian firms soon convinced their American customers that a satellite link was as reliable as a team of programmers working in the clients' office. 8 A joint EU-India group of scholars was formed on 23 November 2001 to further promote joint research and development. On 25 June 2002, India and the European Union agreed to bilateral cooperation in the field of science and technology. From 2017, India holds an Associate Member State status at CERN, while a joint India-EU Software Education and Development Centre will be located in Bangalore.

### 1.3 COMPANY PROFILE

- COMPANY NAME: NIA IT-SOLUTIONS OPC PVT.LTD.



- COMPANY ADDRESS: Kothari Complex, No.33, 3rd Main Rd,

Dhadeswaram Nagar, Velachery, Chennai, Tamil Nadu -600042.

- CONTACT: 080 48351961
- E-MAIL :info@niaitsolutionspvtltd.com
- FOUNDER: SHALINI KUMARI
- COMPANY STATUS: ACTIVE
- SERVICES :

WE PROVIDE DIFFERENT TECHNICAL TRAININGS LIKE

HARDWARE & NETWORKING TRAINING, ANDROID APPS DEVELOPMENT COURSE, BUSINESS SOLUTIONS, COMPUTER HARDWARE, COMPUTER NETWORKING, WEB DEVELOPMENT, SOFTWARE TRAINING, JOB ASSISTANCE, ETC... We have vision to develop skill base for IT industry, looking for high quality recruits

Nia-IT is a best project training institute in Chennai. We are family of Software Engineers and Hardware Engineers With more than 10+ yrs of exp in IT, we are family of Software Engineers and Hardware Engineers well experienced in different Technologies who firmly believe that Magic is nothing, but Logic. With our logical and technical abilities many times we created magic in form of Applications either Mobile or Web and won hearts of several esteem clients from different Nations.

With vast varieties of technologies we deal in, we are always ready for the clients who want us to help them in their dream projects either dealing in any of the technology such as, iOS, Android, Ionic, PHP, Mean Stack. And even helped them out in promotion of their products and company through Digital Marketing.

Technology is changing on each successive day. We are not waiting to see how it will effect in our day today life; instead we are taking advantages of 10 these changes and making use of these technology changes to fit our day today needs.

We provide different technical trainings like s Software, Hardware & Networking training, php training, php live project training, php summer training, advanced java course, core java training, asp.net training. Our aim is to remain at the forefront in centres of learning and teaching, we have vision to develop skill base for IT industry, looking for high quality recruits. Join us and you will find yourself in a vibrant, open minded and friendly environment that is sure will inspire you.

## **Responsibilities of a Hardware and Networking:**

These professionals should maintain the logical and quick connection of several systems with each other. The professional should ascertain that the equipment applied is of excellent quality and there is no unnecessary delay. A hardware engineer should test the system and analyse the results.

The capacity to troubleshoot as early as one can is the major expertise which can make a difference in the professional's career.

To sum it up, the daily activities of hardware and networking professionals are:

Assembling computers and enhancing their efficiency.

Installing and maintaining systems.

Linking systems in a competent manner whether virtually or physically.

Troubleshooting when there is any problem in systems or computer network.

## **Hardware & Networking:**

Hardware and Networking Training in Chennai at Nia-IT will give you a total exposure on how to work on computers and their networks in different settings. Technology is playing a major role in our daily lives and the professionals with the skills to troubleshoot the computers will remain in high demand. There is lot of happening hardware trends now and this is the right time to become a computer hardware engineer. As far as computer networking training is concerned, you can become a pivotal member of an IT team.

## **Desktop Support Engineer:**

This Desktop Support training is considered foundational-level training, which means it was designed for new IT professionals with six months of experience -- or no experience at all. This Desktop Support course is valuable for new or aspiring IT professionals experienced IT professionals looking to validate foundational skills, and non-technical professionals.

#### **1.4 NEED FOR THE STUDY**

- The purpose of the research is to increase the level of employee engagement.
- This study will help to increase the satisfaction of the employee.
- This study also acts as a step stone towards the improvement of a better “Employee Engagement Strategy”.
- Study helps to Improve the overall organizational effectiveness.

## **1.5 SCOPE FOR THE STUDY**

- This study helps to analyze how employees are engaged in the work.
- It enables us to know the satisfaction of employees.
- This research helps to know the factors of employee engagement and effective employee engagement strategy.
- Employee engagement shows the degree of how much an employee is involved, empowered, motivated and committed towards his job and organization.

## **1.6 OBJECTIVES OF THE STUDY**

### **PRIMARY OBJECTIVE:**

- To assess the level of employee engagement with reference to company.

### **SECONDARY OBJECTIVES:**

- To identify the satisfaction of the employees in the organization.
- The research also aims to give factors measuring employee engagement and suggestions to make effective employee engagement strategies.

## **1.7 LIMITATIONS OF THE STUDY**

- The data given by the respondents may be personally biased
- Area of the study is confined to the employee in Chennai only.
- The information is collected from an average of 110 employees only and the study is limited to IT sector.

## CHAPTER 2

### REVIEW OF LITERATURE

#### 2.1 REVIEW OF LITERATURE

- **Bijaya Kumar Sundaray (2011)** focused on various factors which lead to employee engagement and what should company do to make the employees engaged. Proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability.
- **Singh & Shukla (2012)** tried to find out what variables are significant to create an engaged workforce. The study was exploratory in nature and the data has been collected from a tin manufacturing organization.
- **Ram & Gantasala (2011)** investigated the antecedents and consequences of employee engagement in Jordanian industry.
- **T. Suhasini and Dr. K. Kalpana (2018)** The study reveals that Employee Engagement is a comprehensive task and cannot be accomplished by the effective training programs also. Organizations can improve engagement by opportunity thinking, enhancing employee decision making, and commitment. Employee engagement results in reduced turnover intentions and increased innovative work related behavior.
- **Kular et al. (2008)** explored Five key areas: What does 'employee engagement' mean?; How can engagement be managed?; What are the consequences of engagement for organizations?; How does engagement relate to other individual characteristics?; How is engagement related to employee voice and representation?

- **Robertson-Smith and Markwick (2009)** throw light on what engagement is and reveal that it is an important yet complex challenge, and there remains a great deal of scope for discussing the various approaches. (2009) discussed the current state of knowledge about engagement at work through a review of the literature. This review highlighted the four lines of engagement research and focuses on the determinants and consequences of engagement at work.
  
- **Susi & Jawaharrani (2011)** examined some of the literature on Employee engagement, explore work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employees' productivity and retain them. Work-Life balance is a key driver of employees' satisfaction
  
- **M. Jabeen and Dr. Lalitha Balakrishnan (2014)** explained that human resource Management has undergone a paradigm shift in its approach towards Human Capital. All organizations are now vying with each other to attract, recruit and retain their competent workforce. Such talented employees have proven to be the force behind successful organizations. Various strategies and methods to manage the talent pool have been studied and adopted by HR managers. This paper attempts to explain what constitutes the Employee Engagement, certain drivers or factors that will help in having an engaged work force include: Two-way Communication, make available all resources, Appropriate training, Benefits linked to engagement, and Strong feedback mechanism. Highly engaged employees create a substantive contribution to their organization and may possibly envisage organizational achievement, however the reverse holds true yet. Disengaged employees are often a serious problem for the organization.

- **Shashi (2011)** reinforced the importance of employee communication on the success of a Business. She revealed that an organization should realize the importance of employees, more than any other variable, as the most powerful contributor to an organization's competitive position.
- **Siddhanta & Roy (2012)** explored implications for theory, further research and practices by synthesizing modern 'Employee Engagement' activities being practiced by the corporate with the review of findings from previous researches / surveys.
- **Dr.Samuel obino mokayo & Maureen Jerotich kipyegon (2014)** According to their study Employee Engagement as highly influenced by personal growth and development, performance management, Remuneration, recreation facilities. They identified remuneration is the highest contributor of Employee Engagement and Recreation facilities has least impact on employee engagement Johnson (2011) asserts that if applied correctly the engagement data can well act as a warning system for the organization, the study reports a negative correlation between the specific instances of work place deviations and levels of EE within the organization.
- **Sweetman & Luthans (2010)** defined From the psychological perspective, engagement is a state-like phenomenon which is portrayed as an affectivecognitive state-like condition. It is not a temporary state such as mood nor as relatively non-malleable as fixed characteristics such as personality traits.. It is deemed quite stable.
- **Fernandez (2007)** displays the dissimilarity between job satisfaction, the wellknown construct in management, and engagement competing that employee satisfaction is not the same as employee engagement and since managers cannot depend on employee satisfaction to retain the best and the brightest; employee engagement becomes a criticalconcept.

- **Saks (2006)** argues that organizational commitment additionally differs from engagement in this it refers to a person's perspective and attachment towards their organization, whilst it could be argued that engagement is not simply an attitude, it is the degree to that a personal is focused to their work and absorbed within the performance of their role. In addition, while OCB involves voluntary and informal behavior that can help co-workers and the organization, the focus of engagement is one's formal role performance rather than purely extra-role and voluntary behavior.
  
- **The publication of the Conference Board of USA (2006)** describes employee engagement as an intensified emotional association that an employee feels for his or her organization that influences him or her to utilize greater discretionary effort to his or her work.
  
- **V.Siva Kumar (2015)** This study describes that the high level of employee Engagement increases the growth of the organization and acts as a retention strategy. From this study it is observed that employee engagement in private banks is not satisfactory.
  
- **NP Myilswamy, Dr.R.Gayatri (2014)** According to their research "A study on Employee Engagement: Role of Employee Engagement in organizational Effectiveness", it is concluded that the level of Engagement determines employees productivity and their intention to stay in the organization. Employee Engagement drives organizational effectiveness by improving loyalty, retention, safety, productivity and profitability. And the employees who are highly involved in work are more engaged.

- **Markos and Sridevi (2010)** have stated that employee engagement is a strong predictor of positive organizational performance and clearly shows the two-way relationship between employer and employee compared to the three earlier constructs: employee commitment, job satisfaction, and organizational citizenship behavior. Employees who are engaged are emotionally attached to their organization and are highly involved in their job with a great deal of enthusiasm for the success of their employer, often going that extra mile beyond the contractual employment agreement. Osborne and Hammoud.
- **Sundaray (2011)** writes that attention to engagement strategies will increase organizational efficiency and effectiveness in higher profits, productivity, customer satisfaction, quality, employee retention, and increased adaptability.
- **Bhatla (2011)** focused on the need for such employees and how their presence can improve the progress and work efficiency of the organization as a whole. Also focused on the challenges faced by the HR managers to improve employee engagement for an organization's survival.
- **Rama Devi, (2009)** Success of any organisation in the globalised economy can be achieved by building a talent-rich organisation that attracts, retains and engages employees. Engaged employees are willing and able to contribute to the success of the company and are, therefore, real assets to an organisation
- **Harter, Schmidt, & Hayes, (2002)** Engagement occurs when employees know what to expect, have the resources to complete their work, participate in opportunities for growth and feedback, and feel that they contribute significantly to the organization.
- **Kahn, (1990)** Engagement as the harnessing of organizational members" selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

- **Lockwood (2007)**, states that employee engagement is a key business driver for organizational success. High levels of employee engagement within an organization lead to retention of talent, foster customer loyalty and enhance organizational performance. It is also a key connect to customer satisfaction, company reputation and overall stakeholder value. Employee engagement can be influenced by many factors such as workplace culture, organizational communication and managerial styles, to trust and respect, and leadership and company reputation.
  
- **Wellins, Bernthal and Phelps (2005)** also define engagement as “the extent to which people enjoy and believe in what they do and feel valued for doing it” and divide into three aspects: enjoyment, belief and value. Enjoyment means people tend to be more satisfied in what they do if they are in the jobs that match their interest and skills; belief means people feel more engaged if they feel their contribution to the job is meaningful; and value comes from the recognition and reward for their contribution
  
- **Cropanzano and Wright (2001)** have proposed that engagement lead to both qualities in individual outcomes as well as growth and productivity of organizations. Engaged employees are likely to be more attached to their organizations and will have a lower tendency to leave their organizations. Engaged employees are likely to be more attached to their organizations and will have a lower tendency to leave their organization. Recent research has shown that engaged employees often experience positive emotions and this may be the reason why they are more productive. Happy people are more sensitive to opportunities at work, most outgoing and helpful to others, and more confident and optimistic.

- **Alarcon and Edwards (2010)** in their study, 'The development of the Wright Work Engagement Scale' explored engagement as a predictor of job satisfaction and turnover intentions controlling burnout. A survey was administered to 227 students employed at least part time. Sequential regression was performed to explore whether engagement predicted job satisfaction and turnover intentions controlling for burnout. Results indicated that engagement was a significant predictor of job satisfaction and turnover intentions controlling burnout. The current study is the first study to explore engagement's role in predicting job satisfaction and turnover intentions controlling more traditional predictors. The study addresses concerns about the importance of the engagement construct in the literature.
  
- **Rabiya Jidda and Srirastasa (2010)** on Employee Engagement and the changing Economy discuss the employee engagement initiatives in the changing economic environment. The employee's decision to leave a workplace is often outside the employer's control. This situation, however only serves to increase the need for employers to work harder at employee engagement. Most organizations today realize that a "satisfied employee" is not necessarily the "best" employee in terms of loyalty 101 and productivity. It is only an engaged employee who is intellectually and emotionally bound to the organization, feels passionately about its goals and is committed towards its values who can be termed thus. He goes the extra mile beyond the basic job responsibility and it is associated with the actions that drive the business. Moreover, in times of diminishing loyalty, employee engagement is a powerful retention strategy. The fact that it has a strong impact on the bottom line adds to its significance

- **Chitra Krishnan (2009)** has opined out that Employee Engagement in an organization is to maximize its profits and gains by primary motive influencing employee theft. It is important to retain the skilled and dexterous employees in the organization, special focus would be given to the various employee engagement activities that influences each organization so that the performance of the employees keep on increasing even at the time of slump. The author has also stated that to listen to employees as employee engagement is a continuous process to identify problem areas, to plan and take action towards improvement.
  
- **Amirtha Gowri and Mariammal (2012)** have stated that organizations have to give their employees the freedom to make their work exciting and an environment having an engaged work life. With an increase in responsibilities at home and a wish to excel in their careers, employees often get distracted from their work which needs to be taken care of. Employees are the assets of the organization and if they are not given a space whereby they can make a perfect blend of both work and fun, the best performance from them may be difficult. Thus an organization should realize the importance of employees, more than any other variable, as try to engage them to the utmost possible level intriguing suitable measures.

## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 RESEARCH DESIGN

The success of any research is solely depending on research design. Descriptive research was adopted for this study. The reason for choosing the descriptive research was that it helps in generalization to a greater extent.

#### 3.2 SOURCES OF DATA

**PRIMARY DATA:** It is collected through a well framed and structured questionnaire to elicit the well-considered opinions of the respondents.

**SECONDARY DATA:** It is collected from different Business Periodicals, Business journals, magazines, publications, reports, books, dailies, Research articles, websites, manuals and booklets.

#### 3.3 STRUCTURE OF QUESTIONNAIRE:

Questionnaire was designed to know the employees engagement and satisfaction level  
in the organization

#### 3.4 SAMPLE SIZE

The collected data from 110 respondents is being used for research.

#### 3.5 SAMPLING TECHNIQUE

Convenience sampling is adopted to collect data from the respondent. A Convenience sampling method is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach.

#### 3.6 PERIOD OF STUDY

The period of study is January 2023 through March 2023.

#### 3.7 ANALYTICAL TOOLS

Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

## CHAPTER 4

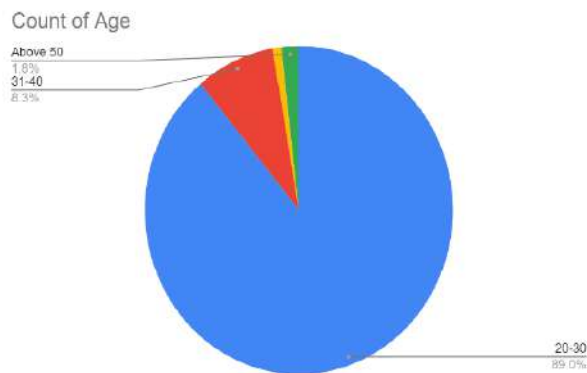
### DATA ANALYSIS AND INTERPRETATION

#### 4.1. PERCENTAGE ANALYSIS

**4.1 Table Showing age of respondents**

| Age      | FREQUENCY | PERCENTAGE (%) |
|----------|-----------|----------------|
| 20-30    | 98        | 89%            |
| 31-40    | 9         | 8.3%           |
| 41-50    | 1         | 0.9%           |
| Above 50 | 2         | 1.8%           |
| TOTAL    | 110       | 100            |

**SOURCE : Survey- Data Questionnaire**



**4.1. Chart Showing age of respondents**

#### **Interpretation**

Table 4.1 and chart 4.1 shows that 89% of the respondents were in the age group of 20-30, 8.3% of the respondents were in the age group above 31-40, 0.9% were in the age group of above 41-50, 1.8% were in the age group above 50.

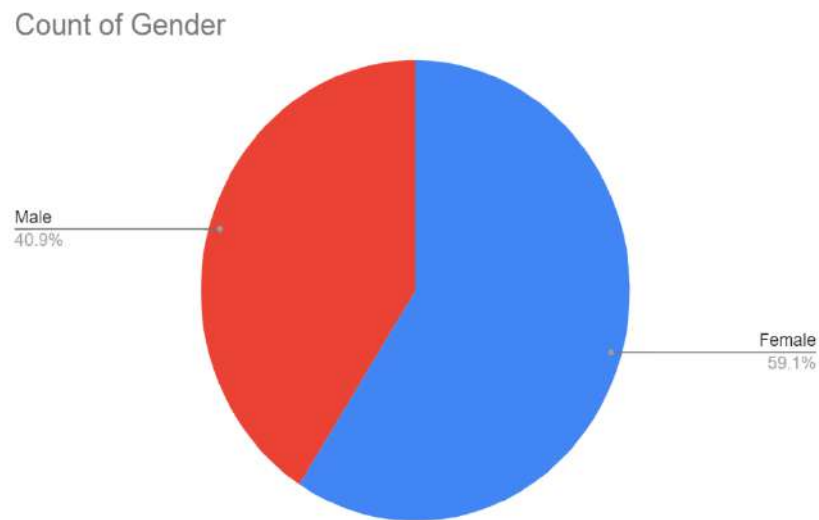
#### **Inference**

Majority (89%) of the respondents were in the age group.

**Table 4.2 Showing Gender of Respondents**

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Male   | 45        | 40.9       |
| Female | 65        | 59.1       |
| Total  | 110       | 100        |

**SOURCE: Survey- Data Questionnaire**



**Chart 4.2 Showing Gender of Respondents**

### **Interpretation**

Table 4.2 and chart 4.2 shows that 59.1% of respondents were female and 40.9% of respondents were male.

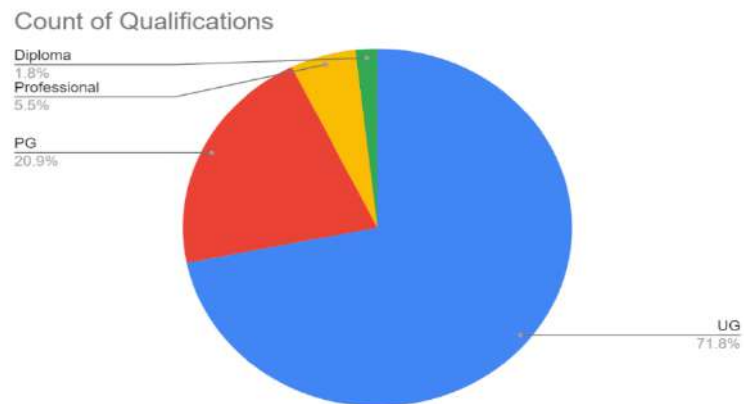
### **Interference**

Majority (59.1%) of the respondents were female.

**Table 4.3 Showing Qualification of the Respondents**

| <b>Educational Qualifications</b> | <b>Frequency</b> | <b>Percentage</b> |
|-----------------------------------|------------------|-------------------|
| Under Graduate                    | 79               | 71.8%             |
| Post Graduate                     | 23               | 20.9%             |
| Diploma                           | 2                | 1.8%              |
| Professional                      | 6                | 5.5%              |
| Total                             | 110              | 100               |

**SOURCE: Survey- Data Questionnaire**



**Chart 4.3 showing Qualification of the Respondents**

### **Interpretation**

Table 4.3 and chart 4.3 shows that out of 110 respondents 71.8% are under graduate, 20.9% are post graduate, 1.8% are diploma and 5.5% are professional.

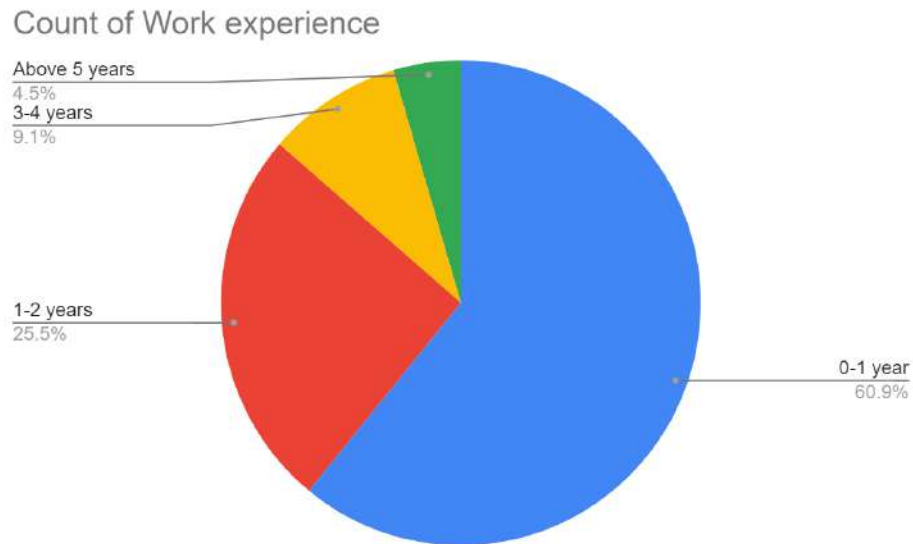
### **Interference**

Majority (71.8%) of the respondents are under graduate.

**Table 4.4 Showing experience of the respondents**

| <b>Years of Experience</b> | <b>Frequency</b> | <b>Percentage (%)</b> |
|----------------------------|------------------|-----------------------|
| 0-1                        | 67               | 60.9%                 |
| 1-2                        | 28               | 25.5%                 |
| 3-4                        | 10               | 9.1%                  |
| Above 5 Years              | 5                | 4.5%                  |
| Total                      | 110              | 100                   |

**SOURCE: Survey- Data Questionnaire**



**Chart 4.4 Showing experience of the respondents**

### **Interpretation**

Table 4.4 and chart 4.4 shows that 60.9% of respondents have 0-1 years of work experience, 25.5% of respondents have 1-2 years of work experience, 9.1% of respondents have 3-4 years of work experience and 4.5% of respondents have above 5 years of work experience.

### **Inference**

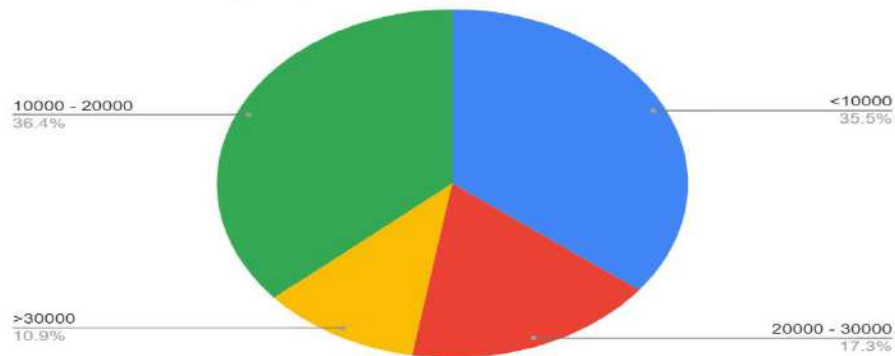
Majority (60.9%) of respondents have 0-1 years of work experience.

**Table 4.5 Showing Monthly Income of the Respondents**

| Monthly Income<br>(In Rs.) | Frequency | Percentage (%) |
|----------------------------|-----------|----------------|
| <10000                     | 39        | 35.5           |
| 10000-20000                | 40        | 36.4           |
| 20000 - 30000              | 19        | 17.3           |
| >30000                     | 12        | 10.9           |
| Total                      | 110       | 100            |

**SOURCE:** Survey- Data Questionnaire

Count of Monthly income



**Chart 4.5 Showing Monthly Income of the Respondents**

### **Interpretation**

Table 4.5 and chart 4.5 shows that 35.5% of the respondents were earning in the range between < ₹10000, 36.4% of the respondents were earning in the range between ₹10000-₹20000, 17.3% of the respondents were earning in the range between ₹20000- ₹30000, 10.9% of the respondents were earning in the range between > ₹30000.

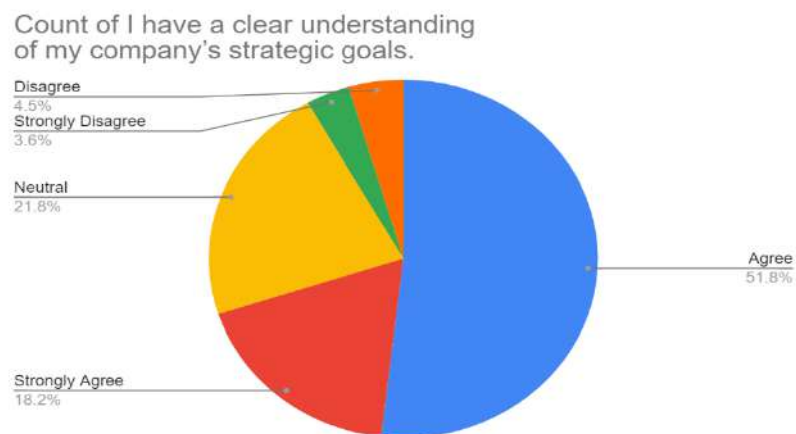
### **Inference**

Majority (36.4%) of the respondents were earning in the range Between ₹10000-₹20000.

**Table 4.6 Showing Understanding of company's strategic goal**

| Particulars       | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly agree    | 20        | 18.2           |
| Agree             | 57        | 51.8           |
| Neutral           | 24        | 21.8           |
| Disagree          | 5         | 4.5            |
| Strongly Disagree | 4         | 3.6            |
| Total             | 110       | 100            |

**SOURCE: Survey- Data Questionnaire**



**Chart 4.6 Showing Understanding of company's strategic goal**

### Interpretation

In the above table 4.6 and chart 4.6 it is found to be that out of 110 employees 18.2% are strongly agree 51.8% are agree, 21.8% are neutral, 4.5% are disagree and 3.6% are strongly disagree with the understanding of company's strategic goals.

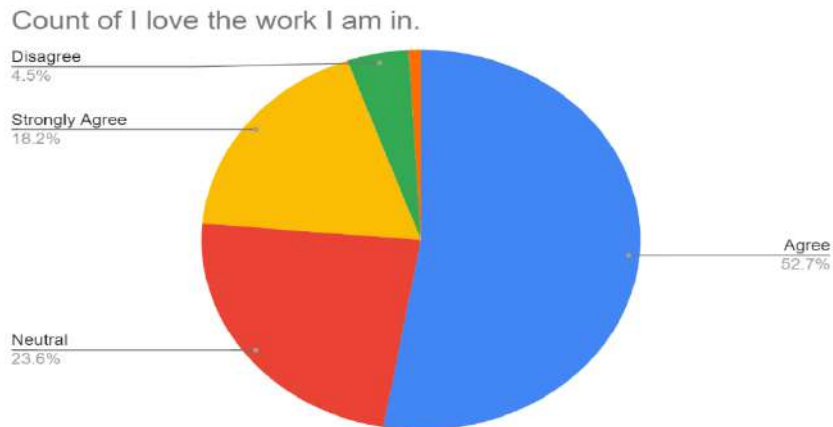
### Interference

Majority (51.8%) are agree to the understanding of company's strategic goals.

**Table 4.7 Showing Compatibility towards the job**

| Particulars       | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly Agree    | 20        | 18.2           |
| Agree             | 58        | 52.7           |
| Neutral           | 26        | 23.6           |
| Disagree          | 5         | 4.5            |
| Strongly Disagree | 1         | 1              |
| Total             | 110       | 100            |

**SOURCE: Survey – Data Questionnaire**



**Chart 4.7 Showing Compatibility towards the job**

### **Interpretation**

In the above table 4.7 and chart 4.7 it is found to be that out of 110 employees 52.7% are agree, 18.2% are strongly agree, 23.6% are neutral, 4.5% are disagree and 1% are strongly disagree with the compatibility towards the job.

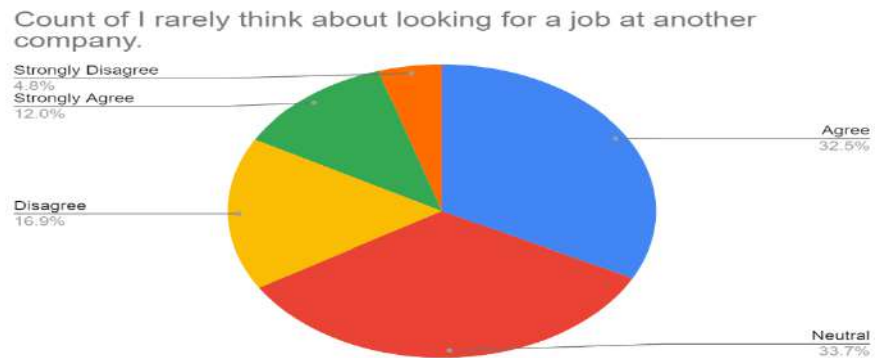
### **Interference**

Majority (52.7%) are agree for the compatibility towards the job.

**Table 4.8 Showing Job security**

| Particulars       | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly Agree    | 12        | 12             |
| Agree             | 42        | 32.5           |
| Neutral           | 34        | 33.7           |
| Disagree          | 18        | 16.9           |
| Strongly Disagree | 4         | 4.8            |
| Total             | 110       | 100            |

**SOURCE: Survey – Data Questionnaire**



**Chart 4.8 Showing Job security**

### **Interpretation**

In the above table 4.8 and chart 4.8 it is found to be that out of 110 employees 32.5% are agree, 12.0% are strongly agree, 33.7% are neutral, 16.9% are disagree and 4.8% are strongly disagree with the job security.

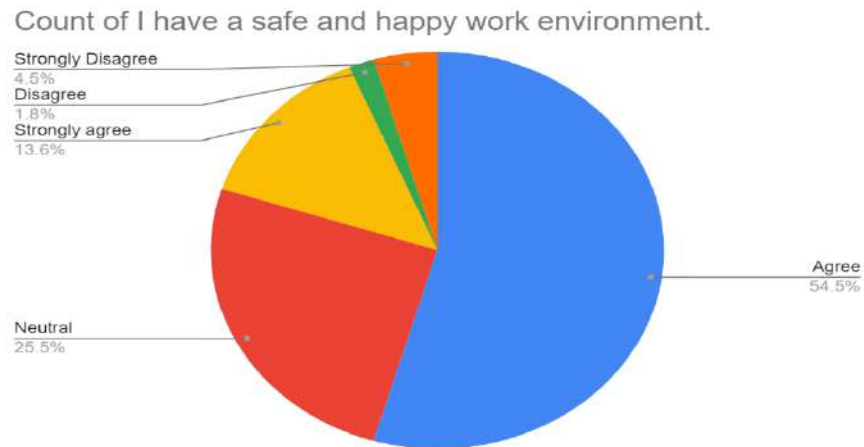
### **Inference**

Majority (33.7%) of the respondents are neutral with job security.

**Table 4.9 Showing Work environment**

| Particulars       | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly Agree    | 15        | 13.6           |
| Agree             | 60        | 54.5           |
| Neutral           | 28        | 25.5           |
| Disagree          | 2         | 1.8            |
| Strongly Disagree | 5         | 4.5            |
| Total             | 110       | 100            |

**SOURCE : Survey – Data Questionnaire**



**Chart 4.9 Showing Work environment**

### **Interpretation**

In the above table 4.9 and chart 4.9 it is found to be that out of 110 employees 13.6% are strongly agree, 54.5% are agree, 25.5% are neutral, 1.8% are disagree, 4.5% are strongly disagree with the work environment.

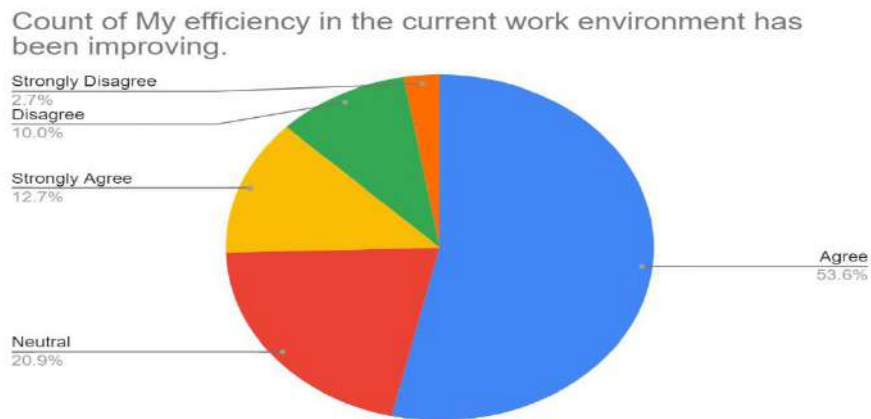
### **Interference**

Majority (54.5%) of the respondents are agree with the work environment.

**Table 4.10 Showing Efficiency in the work**

| Particulars       | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly Agree    | 14        | 12.7           |
| Agree             | 59        | 53.6           |
| Neutral           | 23        | 20.9           |
| Disagree          | 11        | 10.0           |
| Strongly Disagree | 3         | 2.7            |
| Total             | 110       | 100            |

**SOURCE: Survey – Data Questionnaire**



**Chart 4.10 Showing Efficiency in the work**

### **Interpretation**

In the above table 4.10 and chart 4.10 it is found to be that out of 110 employees 12.7% are strongly agree, 53.6% are agree, 20.9% are neutral, 2.7% are strongly disagree and 10.0% are disagree with the efficiency in the work environment has been improving.

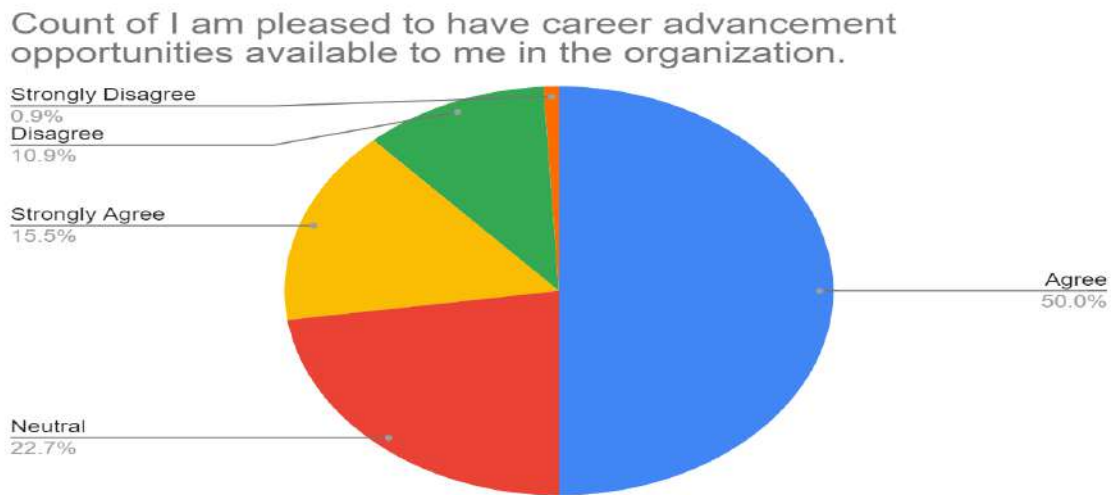
### **Interference**

Majority (53.6%) of the respondents are agree with the efficiency in the work environment has been improving.

**Table 4.11 Showing Career advancement opportunities**

| Particulars       | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly Agree    | 17        | 15.5           |
| Agree             | 55        | 50.0           |
| Neutral           | 25        | 22.7           |
| Disagree          | 12        | 10.9           |
| Strongly Disagree | 1         | 0.9            |
| Total             | 110       | 100            |

**SOURCE: Survey – Data Questionnaire**



**Chart 4.11 Showing Career advancement opportunities**

### **Interpretation**

In the above table 4.11 and chart 4.11 it is found to be that out of 110 employees 15.5% are strongly agree, 50.0% are agree, 10.9% are disagree, 22.7% are neutral and 0.9% are strongly disagree with the career advancement opportunities available in the organization.

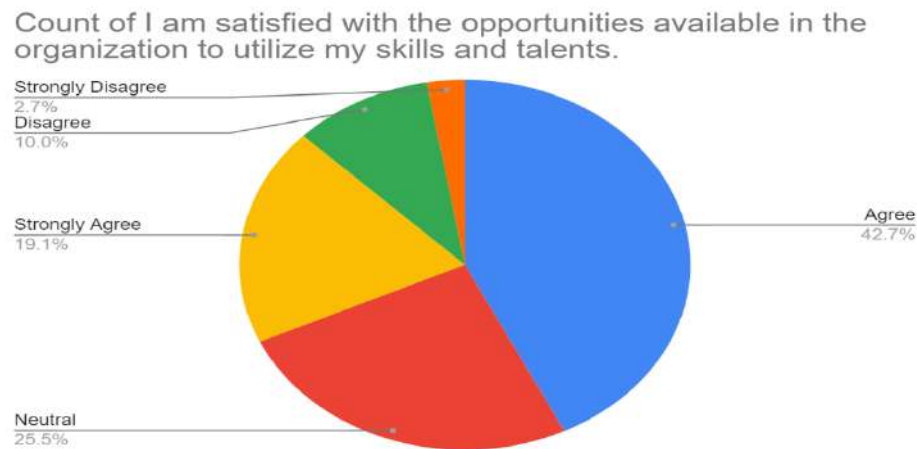
### **Inference**

Majority (50.0%) of the respondents are agree with the career advancement opportunities available in the organization.

**Table 4.12 Showing Utilization of Skills and Talents**

| Particulars       | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly Agree    | 21        | 19.1           |
| Agree             | 47        | 42.7           |
| Neutral           | 28        | 25.5           |
| Disagree          | 11        | 10.0           |
| Strongly Disagree | 3         | 2.7            |
| Total             | 110       | 100            |

**SOURCE: Survey – Data Questionnaire**



**Chart 4.12 Showing Utilization of Skills and Talents**

### **Interpretation**

In the above table 4.12 and chart 4.12 it is found to be that out of 110 employees 19.1% are strongly agree 42.7% are agree, 10.0% are disagree, 25.5% are neutral and 2.7% are strongly disagree with the opportunities available in the Organization to utilize the skills and talents.

### **Inference**

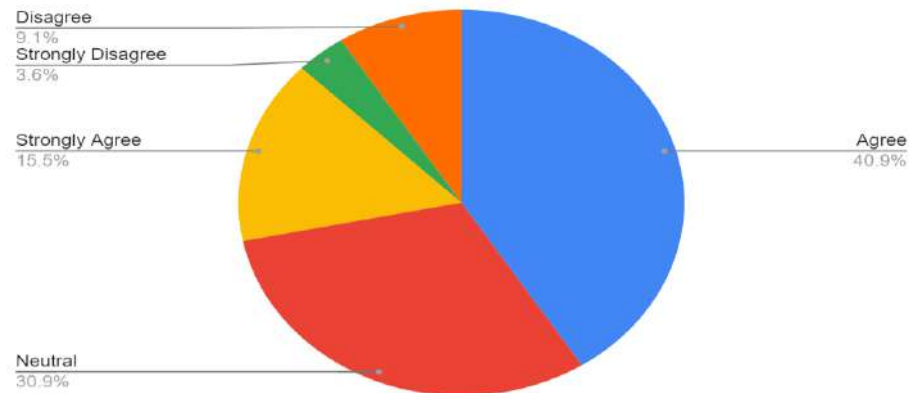
Majority (42.7%) of the respondents are agree with the opportunities available in the Organization to utilize the skills and talents.

**Table 4.13 Showing Work Stress Management**

| Particulars       | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly Agree    | 17        | 15.5           |
| Agree             | 45        | 40.9           |
| Neutral           | 34        | 30.9           |
| Disagree          | 10        | 9.1            |
| Strongly Disagree | 4         | 3.6            |
| Total             | 110       | 100            |

**SOURCE: Survey – Data Questionnaire**

Count of The level of cooperation of my management is good at the time of work stress.



**Chart 4.13 Showing Work Stress Management**

### **Interpretation**

In the above table 4.13 and chart 4.13 it is found to be that out of 110 employees 15.5% are strongly agree, 40.9% are agree, 9.1% are disagree, 30.9% are neutral and 3.6% are strongly disagree with the level of cooperation towards Work Stress Management.

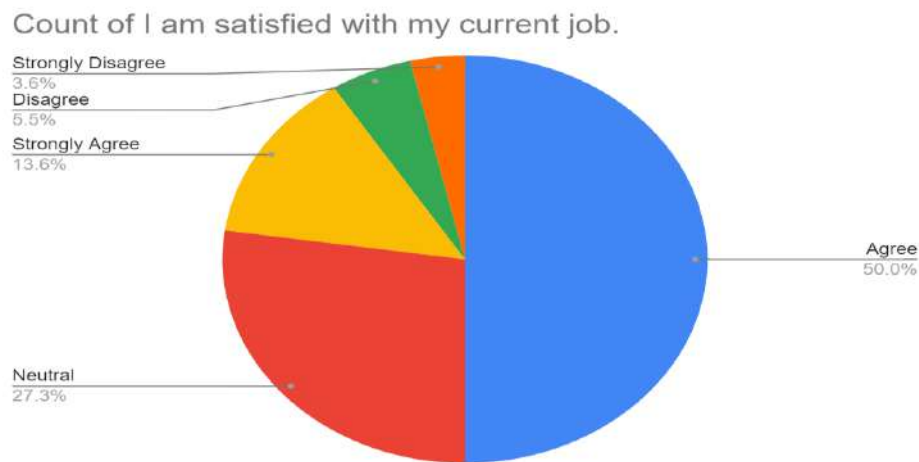
### **Inference**

Majority (40.9%) of the respondents are agree with the level of cooperation towards Work Stress Management.

**Table 4.14 Showing Satisfaction of current job**

| Particulars       | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly Agree    | 15        | 13.6           |
| Agree             | 55        | 50.0           |
| Neutral           | 30        | 27.3           |
| Disagree          | 6         | 5.5            |
| Strongly Disagree | 4         | 3.6            |
| Total             | 110       | 100            |

**SOURCE: Survey – Data Questionnaire**



**Chart 4.14 Showing Satisfaction of current job**

### **Interpretation**

In the above table 4.14 and diagram 4.14 it is found to be that out of 110 employees 50.0% are agree, 13.6% are strongly agree, 27.3% are neutral, 5.5% are disagree and 3.6% are strongly disagree with the satisfaction of the current job.

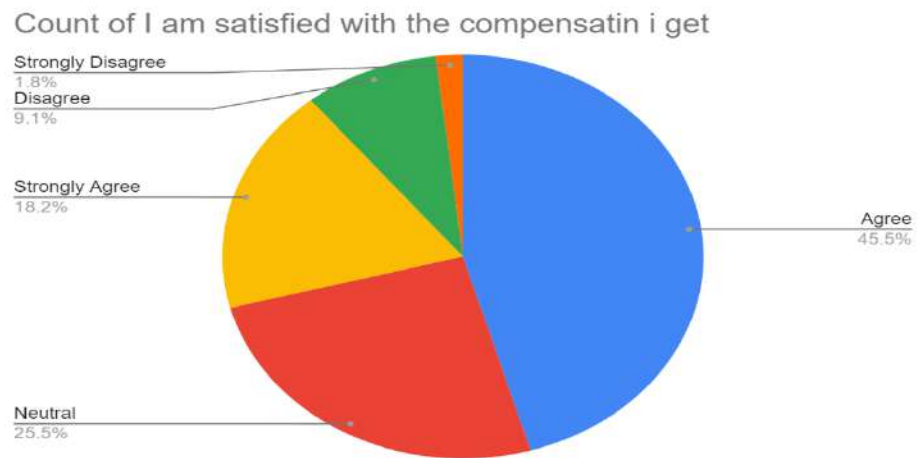
### **Inference**

Majority (50.0%) of the respondents are agree to the satisfaction of the current job.

**Table 4.15 Showing Satisfaction of pay**

| Particulars       | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly Agree    | 20        | 18.2           |
| Agree             | 50        | 45.5           |
| Neutral           | 28        | 25.5           |
| Disagree          | 10        | 9.1            |
| Strongly Disagree | 2         | 1.8            |
| Total             | 110       | 110            |

**SOURCE: Survey – Data Questionnaire**



**Chart 4.15 Showing Satisfaction of pay**

### Interpretation

In the above table 4.15 and diagram 4.15 it is found to be that out of 110 employees 45.5% are agree, 18.2% are strongly agree, 9.1% are disagree, 25.5% are neutral and 1.8% are strongly disagree with the satisfaction of the salary package and compensation.

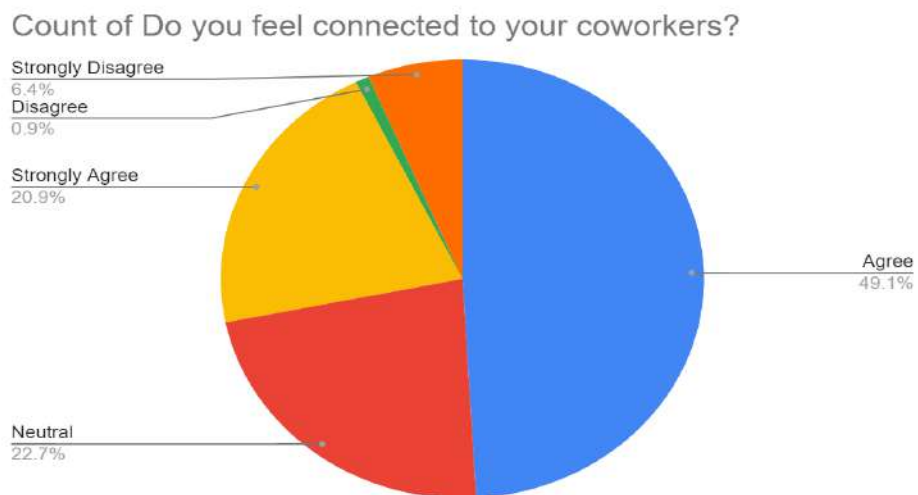
### Interference

Majority (45.5%) of the respondents are agree with the satisfaction of the salary package and compensation.

**Table 4.16 Employee-Employee Engagement**

| Particulars       | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly Agree    | 23        | 20.9           |
| Agree             | 54        | 49.1           |
| Neutral           | 25        | 22.7           |
| Disagree          | 1         | 0.9            |
| Strongly Disagree | 7         | 6.4            |
| Total             | 110       | 100            |

**SOURCE: Survey – Data Questionnaire**



**Chart 4.16 Employee-Employee Engagement**

### **Interpretation**

In the above table 4.16 and Chart 4.16 it is found to be that out of 110 employees 20.9% are strongly agree, 49.1% are agree, 22.7% are neutral, 0.9% are disagree and 6.4% are strongly disagree with the good terms with the co-worker relationship.

### **Interference**

Majority (49.1%) of the respondents are agree with the good terms with the co-worker relationship

**Table 4.17 Showing Feedback Analysis**

| Particulars       | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly Agree    | 17        | 15.5           |
| Agree             | 46        | 41.8           |
| Neutral           | 31        | 28.2           |
| Disagree          | 14        | 12.7           |
| Strongly Disagree | 2         | 1.8            |
| Total             | 110       | 100            |

**SOURCE: Survey – Data Questionnaire**



**Chart 4.17 Showing Feedback Analysis**

### **Interpretation**

In the above table 4.17 and Chart 4.17 it is found to be that out of 110 employees 41.8% are agree, 28.2% are neutral, 15.5% are strongly agree, 12.7% are disagree and 1.8% are strongly disagree with the feedback analysis and management by the company.

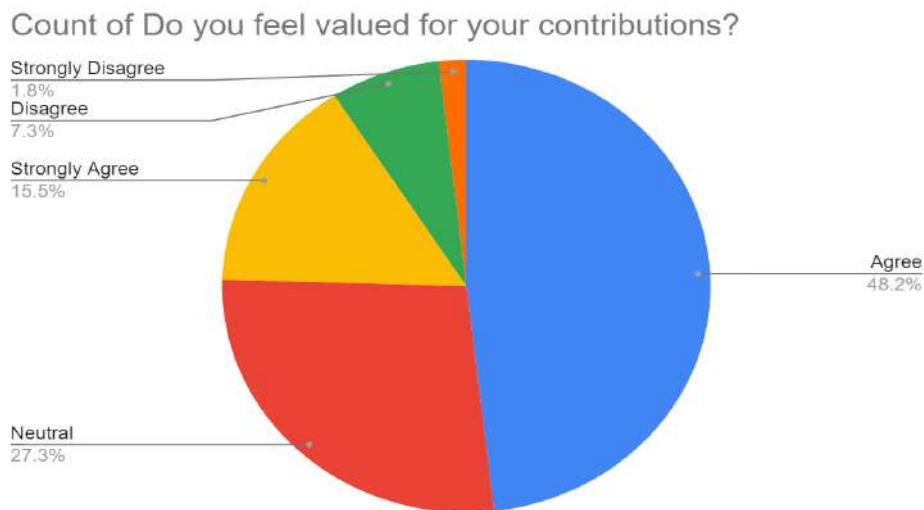
### **Interference**

Majority (41.8%) of the respondents are agree with the feedback analysis and management by the company.

**Table 4.18 Showing Recognition of Work**

| Particulars       | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly agree    | 17        | 15.5           |
| Agree             | 53        | 48.2           |
| Neutral           | 30        | 27.3           |
| Disagree          | 8         | 7.3            |
| Strongly disagree | 2         | 1.8            |
| Total             | 110       | 100            |

**SOURCE: Survey – Data Questionnaire**



**Chart 4.18 Showing Recognition of Work**

### **Interpretation**

In the above table 4.18 and chart 4.18 it is found to be that out of 110 employees 48.2% are agree, 15.5% are strongly agree, 27.3% are neutral, 7.3% are disagree and 1.8% are strongly disagree with the satisfaction on recognition of their talents based on their work and attitude.

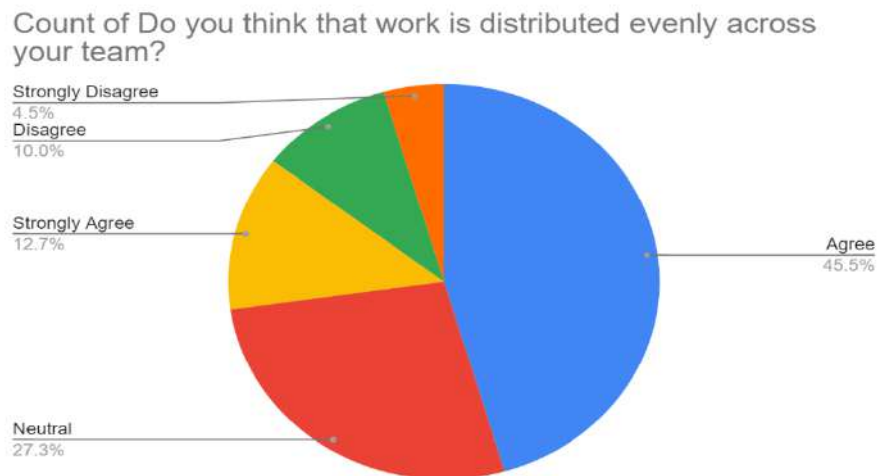
### **Interference**

Majority (48.2%) of the respondents are agree with the satisfaction on recognition of their talents based on their work and attitude.

**Table 4.19 Showing Fair Work Management**

| Particulars       | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly Agree    | 14        | 12.7           |
| Agree             | 50        | 45.5           |
| Neutral           | 30        | 27.3           |
| Disagree          | 11        | 10.0           |
| Strongly Disagree | 5         | 4.5            |
| Total             | 110       | 100            |

**SOURCE:** Survey – Data Questionnaire



**Chart 4.19 Showing Fair Work Management**

### **Interpretation**

In the above table 4.19 and chart 4.19 it is found to be that out of 110 employees 45.5% are agree, 12.7% are strongly agree, 27.3% are neutral, 10.0% are disagree and 4.5% are strongly disagree with the satisfaction towards fair distribution of work and its management.

### **Interference**

Majority (45.5%) of the respondents are agree with the satisfaction towards fair distribution of work and its management

## CHAPTER 5

### FINDINGS, SUGGESTIONS AND CONCLUSION

#### 5.1 FINDINGS

- 89% of the respondents were in the age group of 20-30.
- 59.1% of the respondents were female.
- 71.8% of the respondents are under graduate.
- 60.9% of respondents have 0-1 years of work experience.
- 36.4% of the respondents were earning in the range between ₹10000-₹20000.
- 51.8% are agree to the understanding of company's strategic goals.
- 52.7% are agree for the compatibility towards the job.
- 33.7% of the respondents are neutral with job security.
- 54.5% of the respondents are agree with the work environment.
- 53.6% of the respondents are agree with the efficiency in the work environment has been improving.
- 50.0% of the respondents are agree with the career advancement opportunities available in the organization.

- 42.7% of the respondents are agree with the opportunities available in the Organization to utilize the skills and talents.
- 40.9% of the respondents are agree with the level of cooperation towards Work Stress Management.
- 50.0% of the respondents are agree to the satisfaction of the current job
- 45.5% of the respondents are agree with the satisfaction of the salary package and compensation.
- 49.1% of the respondents are agree with the good terms with the co-worker relationship
- 41.8% of the respondents are agree with the feedback analysis and management by the company.
- 48.2% of the respondents are agree with the satisfaction on recognition of their talents based on their work and attitude
- 45.5% of the respondents are agree with the satisfaction towards fair distribution of work and its management.

## 5.2 SUGGESTIONS

- Work Environment is an important parameter to understand the employee's satisfaction while working in an organization. It was found that the respondents were not much satisfied with their work environment. So that the employees will be more satisfied.
- The working hours should be flexible as it plays the vital role for satisfaction of job for the employees.
- Among the various benefits available to the employees in the organization, the respondents felt that there is a need to improve certain benefits. This has to be improved.
- Organization should utilize the skills and talents of the employees at the right time to achieve it's goals.
- The organization may take necessary action to increase safety awareness among employees at all levels thus ensuring a secured environment.
- The organization may provide various opportunities within department and providing promotions and recognitions for the deserved at reasonable intervals. Overall satisfaction among the workers way of increased awareness.

### 5.3 CONCLUSION

As we said earlier, employee engagement is the most critical factor in the process of enhancing the business performance. An engaged employee is someone who understands the role in the business strategy, has a strong emotional connection and commitment for the organization, is more involved and strives for success and learning new things and is also a good team person etc. Engagement improves competitiveness and the combination of management and employees can do wonders for the organization. Despite several traditional factors of improving role engagement viz. salary hike, opportunities, training, improving work environment etc. management must always check employee engagement level from time to time and try to integrate with them to gain information and knowledge about their grievances. Appreciation, respect or value at work and a personal touch of management would surely motivate employees to engage with full commitment.

Employees should be given opportunities and training to hone their skills and improve their performance. Open communication, networking with employees, recognition of their efforts, rewards, opportunities, talent management, empowerment and feedback enhances the belief of an employee to stay in the organization. Employees learn and enhance their skills through various opportunities available and improve their performance accordingly without a sense of threat. Inclusion of their opinion in the decision making process also helps in motivating them towards working with the goal of the organization. Employees basically are the real representatives and brand bearers of any organization. Their strength and belief in the organization do create value for the organization.

## REFERENCES

- Bakker, A.B., Demerouti, E., & Brummelhuis, L.L. (2012). Work engagement, performance, and active learning: the role of conscientiousness. *Journal of Vocational Behavior*, 80, 555 – 564.
- Bakker, A.B., Shimazu, A., Demerouti, E., Shimada, K., & Kawakami, N. (2014). Work engagement versus workaholism: a test of the spillover-crossover model. *Journal of Managerial Psychology*, 29, 63 – 80.
- Bledow, R., Schmitt, A., Frese, M., & Kuhnel, J. (2011). The affective shift model of work engagement. *Journal of Applied Psychology*, 96, 1246 – 1257.
- Breevaart, K., Bakker, A., Hetland, J., Demerouti, E., Olsen, O.K., & Espevik, R. (2014). Daily transactional and transformational leadership and daily employee engagement. *Journal of Occupational and Organizational Psychology*, 87, 138 – 157.
- Christian, M.S., Garza, A.S., & Slaughter, J.E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64, 89 – 136.
- Crawford, E.R., LePine, J.A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 95, 834 – 848.
- 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, 268-279.
- Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692 – 724.

- Macey, W., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1, 3 – 30.
- May, D.R, Gilson, R.L., & Harter. L.M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77, 11-37.
- Rich, B.L., LePine, J.A., & Crawford
- Bhowal, Mohuwa & Saini, Damini. (2019). Employee Engagement Strategies With Special Focus on Indian Firms. 10.4018/978-1-5225-7799-7.ch010.  
[https://www.researchgate.net/publication/330457301\\_Employee\\_Engagement\\_Strategies\\_With\\_Special\\_Focus\\_on\\_Indian\\_Firms](https://www.researchgate.net/publication/330457301_Employee_Engagement_Strategies_With_Special_Focus_on_Indian_Firms)
- Mehta, D. and Mehta, N.K., 2013. Employee engagement: A literature review. *Economia. Seria Management*, 16(2), pp.208-215.  
<http://management.ase.ro/reveconomia/2013-2/1.pdf>
- Osborne, S. and Hammoud, M.S., 2017. Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1), p.4.  
<https://scholarworks.waldenu.edu/ijamt/vol16/iss1/4/>
- Poisat, P., 2006. A critical analysis of organisational strategies for employee engagement (Doctoral dissertation, Nelson Mandela Metropolitan University).  
<https://core.ac.uk/download/pdf/145052415.pdf>
- Sharma, R.E.E.T.I.K.A., 2015. A study of employee engagement practices in India. *International Journal of Management, Information Technology and Engineering*, 3(12), pp.7-14.  
[https://www.academia.edu/download/42574011/2\\_IJMITE%20\\_A\\_STUDY\\_OF\\_EMPLOYEE\\_ENGAGEMENT\\_PRACTICES.pdf](https://www.academia.edu/download/42574011/2_IJMITE%20_A_STUDY_OF_EMPLOYEE_ENGAGEMENT_PRACTICES.pdf)

## **ANNEXURE – I QUESTIONNAIRE**

1) Name of the respondent?

-----.

2) Gender

- a) Male
- b) Female

3) Age

- a) 20-30
- b) 31-40
- c) 41-50
- d) Above 50

4) Qualifications

- a) UG
- b) PG
- c) Diploma
- d) Professional

5) I have a clear understanding of my company's strategic goals.

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

6) Monthly income

- a) < 10, 000
- b) 10,000 - 20,000
- c) 20,000 - 30,000
- d) >30,000

7) Work experience

- a) 0-1 year
- b) 1-2 years
- c) 3-4 years
- d) Above 5 year

8) I love the work I am in.

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

9) I rarely think about looking for a job at another company.

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

10) I have a safe and happy work environment.

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

11) My efficiency in the current work environment has been improving.

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

12) I am pleased to have career advancement opportunities available to me in the organization.

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

13) I am satisfied with the opportunities available in the organization to utilize my skills and talents.

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

14) The level of cooperation of my management is good at the time of work stress.

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

15) I am satisfied with my current job.

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

16) I am satisfied with the compensation I get.

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

17) Do you feel connected to your coworkers?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

18) Do your managers value your feedback?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

19) Do you feel valued for your contributions?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

20) Do you think that work is distributed evenly across your team?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree