

A STUDY ON WORK ENGAGEMENT IN ZOHO CORPORATION

Submitted in partial fulfillment of the requirements for the award of Degree in

MASTER OF BUSINESS ADMINISTRATION

by

HABEEB SAJIDEEN. A. R

Register No.41410111



**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

MAY 2023



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **HABEEB SAJIDEEN. A. R 41410111** who carried out the project entitled "**A Study on Work Engagement in ZOHO Corporation**" under my supervision from January 2023 to March 2023.

Dr. J. RANI. MBA, M.PHIL., PH. D

Internal Guide

External Guide

Dr. BHUVANESWARI .G, MBA., Ph.D

Dean – School of Management Studies

Submitted for Viva voce Examination held on 05/05/2023

SCHOOL OF MANAGEMENT STUDIES
SATHYABAMA
INSTITUTE OF SCIENCE AND TECHNOLOGY
(Deemed to be University)
Jeeppiaar Nagar, Rajiv Gandhi
Chennai-600 119

Internal Examiner

External Examiner

DECLARATION

I **HABEEB SAJIDEEN. A. R (41410111)** hereby declare that the Project Report entitled "**A Study on Work Engagement in ZOHO Corporation**" done by me under the guidance of **Dr. J. RANI** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 05/05/2023



PLACE: Chennai

HABEEB SAJIDEEN. A.R

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HABEEB SAJIDEEN. A. R



Zoho Corporation Private Limited

Plot 140, 151, Estancia IT Park, Vallancheri,
Chengalpattu District, Tamilnadu, 603 202.

Ph: +91- 44 - 6744 7070

www.zohocorp.com

SEZ Unit

INTERNSHIP CERTIFICATE

This is to certify that Mr/Ms. **Habeeb Sajideen A R - INT191** has undergone his/her internship training in **Zoho Corporation Private Limited**, from 17-Aug-2022 to 06-Feb-2023. During this period, his/her performance and conduct were found to be good.

Yours Sincerely,

For Zoho Corporation Private Limited

Amrutha K S

Amrutha K S

Associate HR

Date of issue: 20 Mar 2023



Corporate Identification No: **U40100TN2010PTC075961**

e-mail ID: **hr-team@zohocorp.com**

ABSTRACT

This study attempts to gather and present the opinion of the employees regarding Work Engagement in ZOHO Corporation. Covenant Consultants was chosen to undertake the study on Work Engagement of employees across age, gender, education, experience, salary range and marital status. This study will be able to give a glimpse of the various factors responsible for proposition and techniques used to minimise. The main objective of this research is to identify the Work Engagement of the employees in the organization. To identify respondents for managing their physical and mental perception towards organization.

To achieve the objectives a survey was done for a sample size of 90 respondents. During this period survey was successfully completed, data collection was satisfied, tabulated and inference was drawn out of them. The research design for the study is descriptive in nature and judgemental sampling is used to collect data.

The primary data are collected from the respondents, through questionnaire method. The questionnaire consists of close ended questions and rating questions. From most of the people have said that they spend less time with the family due to this technology.

To find out solution for the few employees who undergo dissatisfaction with organization, it is suggested that the organisation can provide the benefits as to motivate the employees, arrange for some recreational trips, making the employees to participate helps them to come up with opinions, motivational training programs is to be conducted, conflict resolution programs and time management training programs can be conducted.

In the Organization the employees engaging with the work is shown in all the aspects and to be more efficient in their work through the charts and tables with the help of respondents.

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CHAPTER-I

1.1 INTRODUCTION

Human Resource Management (HRM) is a relatively new approach to managing people in any organization. People are considered the key resource in this approach it is concerned with the people dimension in management of an organization. Since organization is made up of people, developing their skills, motivating them to higher levels of performance, as well as ensuring maintenance of their level of commitment are all significant activities.

Human Resource Management can be thought of as, “The total knowledge, skills, creative abilities, talents and aptitudes of an organization work force, as well as the value, attitude, and beliefs of the individuals involved.” Human Resource Management is a process, which consists of four main activities, namely, acquisition, development, motivation, as well as maintenance of human resources. Human Resource Management is responsible for maintaining good human relations in the organization. It is also concerned with development of individuals and achieving integration of goals of the organization and those of the individuals. French Wendell defines, “Human Resource management as the recruitment, selection, development, utilization, compensation and motivation of human resource by the organization.” According to Edwin B. Flippo, “Human Resource Management is the planning, organizing, directing and controlling of the procurement, development, resources to the end that individual and societal objectives are accomplished.”

Work Engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values. The paper focuses on how Work Engagement is an antecedent of job involvement and what should company do to make the employees engaged. The paper also looks at the Gallup 12-point questionnaire, twelve-question survey that identifies strong

feelings of Work Engagement and the steps which shows how to drive an engaged employee.

DEFINITION

Engagement at work was conceptualized by **Kahn, (1990)** as, '**Harnessing of Organizational Members selves to their work roles**' in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

"The emotional commitment the employee has to the organization and its goals." **Kevin Kruse, Forbes Contributor and NY Times Best Selling Author**

"The art of getting people to believe what you want them to believe." **Jim Whitehurst, CEO of Red Hat**

"Emotional connection an employee feels toward his or her employment organization, which tends to influence his or her behaviors and level of effort in work-related activities." **Business Dictionary**

"Work Engagement is the emotional attachment employees feel towards their place of work, job role, position within the company, colleagues and culture and the affect this attachment has on wellbeing and productivity." **HR ZONE**

The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.' Thus, Work Engagement is a barometer that determines the association of a person with the organization

CATEGORIES OF WORK ENGAGEMENT

According to the Gallup the Consulting organization there are there are different types of people: -

Engaged--"Engaged" employees are builders.

They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels.

Not Engaged--- "*Not-engaged*" employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish.

They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who

are *not engaged* tend to feel their contributions are being overlooked, and their potential is not being tapped.

Actively Disengaged--The "*Actively disengaged*" employees are the "cave dwellers." They're "Consistently against Virtually Everything."

They're not just unhappy at work; they're busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged co-workers accomplish.

ATTRIBUTES OF WORK ENGAGEMENT:

- **Connect** – Connect is termed as the relationship between the employees and the management. If this connect got fractured, then no kind of financial incentive or perks will persuade the employee to perform the best job.
- **Career**- Managers should give employees the work that they love to do and that challenges their skill sets and ultimately lead to various growth opportunities. No one likes to do the same job repeatedly. Therefore, rotating the jobs can create more interest and enhance the confidence of the employees.
- **Clarity**- Leaders must make the employees clear about their jobs. They should be aware of their duties and responsibilities and also know about the goals, mission and vision of the organization and also the goals that department heads have for the division or unit.
- **Convey**- leaders should properly convey and clarify their expectations from the employees so that they can work accordingly. The leaders should also give timely feedback that encourages them to master important tasks facilitating goal achievement.
- **Congratulate**- Congratulate is giving feedback to the employees in both the cases- when their performance is low & also when they perform above the expectations.
- **Contribute**- People want to know that how their input is affecting the revenue growth of the organization. It can be easily viewed in hospitality industries but not in industries like retail. So, Performance Indicators i.e., how well the company is doing with its employees, customers and investors is important to take into account. The employees should have

a clear-cut connection between their work and the objectives of the company. They also possess positive attitude towards their work.

- **Control-** Employees value control over the flow and pace of their jobs and leaders can create opportunities for employees to exercise this control. Do leaders allow their employees to take part in setting goals for the organization & making important decisions? Do employees have a say in organization? A feeling of being involved in the organization creates trust and a best work culture, it also has a positive effect on engagement & performance of the organization.
- **Collaborate-** When employees work in teams & have a good bonding with their team members, they excel individuals & team that lacks good interpersonal relationships. Surveys indicate that being cared about by colleagues is a strong predictor of Work Engagement.
- **Credibility-** It is the duty of the leader to maintain company's reputation and ethical standards. They should make the employees proud of their jobs, their performance so that they love the organization.
- **Confidence-** A leader should create confidence in the company by maintaining the performance and ethical standards. Gaining competitive advantage also results in engaged workforce.

1.2 INDUSTRY PROFILE

Over the past decade, the Information Technology (IT) industry has become one of the fastest growing industries in India because of which it has caught world attention. Indian IT-ITES industry grew at a rate of 33 % in FY2008. India is now being identified as powerhouse for incremental development of computer software. It has grown from USD 4 billion industry to USD 58.8 billion industry in FY2008-09 employing over 2 million people. IT-BPO Industry has become growth engine for the economy contributing substantially to increases in GDP, urban employment, and exports to achieve vision of 'young and resilient India'. Although domestic market is growing in India but still the major propellers of growth are exports. The key segments that have contributed significantly to industry's exports include- Software and services (IT services) and IT enabled services. In the face of

current recession though the mood is that of cautious optimism, but Industry is expected to witness sustainable growth over period of two years. But at the same time while industry has significant headroom for growth, as the competition is increasing with China emerging as major threat, all the stakeholders of Indian IT industry must give concentrated efforts to ensure that India realizes its potential and maintains its leadership position in future also.

Demand of IT industry:

There has been spur in the demand of IT in India because of:

Breadth of service offerings- Indian players have focused their energy on building domain competencies and expertise to ensure superior value addition to client's projects and processes. Service offerings have evolved from low-end application development to high end integrated IT solutions. Worldwide interest in business process re-engineering, the economic imperatives in developed countries of outsourcing, cost efficient maintenance of existing mainframe systems and continuous development of new software for PCs have played significant roles.

Cost advantage: Improved cost of operations is the key factor for growth in outsourcing. It is estimated that cost savings for the MNC's are around 20-40% of company's original costs. Apart from lower administration and labour costs, central & state governments offer fiscal and non-fiscal benefits to companies adding to further cost advantage.

Quality of processes-India is host to more than 55% of global SEI CMM Level 5 firms and is expected to host highest number of ISO certified companies. Abundance of qualified software engineers- Indian software engineers have carved out a name in world market for providing unbeatable competition of quality software at low cost. With more than half the million population below 25yrs. India is positioned to meet the swelling demand for IT-ITES professionals. Leading firms add more than 10000 new employees per annum. Government's timely national action plan for rapidly improving

communication software. Business infrastructure-Sectors like real estate, transportation (air and road connectivity) and hospitality are actively supporting the burgeoning demand generated by IT-ITES sector.

Supply of IT industry:

Employees /professionals-India's young demographic profile and academic infrastructure have potential to cater to growing demand for IT/ITES. There is an estimated additional demand for 0.8 million IT and 1.4 million ITES professionals by 2010 and India possesses an abundant talent pool, producing 675,000 technical graduates per annum, of which 400,000 are engineers.

India is the world's largest sourcing destination with largest qualified talent pool of technical graduates in the world. According to National Association of Software and Service Companies (NASSCOM), the Indian IT industry's revenue is estimated to reach US\$ 194 billion in FY21, an increase of 2.3% YoY. The sector is the largest employer within the private sector. According to Gartner estimates, IT spending in India is estimated to reach US\$ 93 billion in 2021 (7.3% YoY growth) and

According to the research findings commissioned by Amazon Web Services (AWS), Indian enterprises and public sector organization's (that migrated from on-premises data centres to cloud infrastructure) can expect to lower their energy and carbon footprint by over 80%.

The Indian mobile gaming market is growing at a pace in tandem with the global trend and is expected to reach US\$ 7 billion in 2025. In Budget 2021, the government has allocated Rs. 53,108 crore (US\$ 7.31 billion) to the IT and telecom sector.

The IT industry accounted for 8% of India's GDP in 2020. Exports from the Indian IT industry are expected to increase by 1.9% to reach US\$ 150 billion in FY21. India's software services exports (excluding exports through commercial presence) increased by 4% in FY21 compared with FY20 and

are estimated at USD 133.7 billion during 2020-21. In 2020, the IT industry recorded 138,000 new hires. As of 2018, Chennai is India's third-largest exporter of information technology (IT) after Bangalore and Hyderabad and business process outsourcing (BPO) services. TIDEL Park in Chennai was billed as Asia's largest IT park when it was built. Notable tech parks are International Tech Park, DLF Cybercity SEZ, Mahindra World City, SIPCOT IT Park, Olympia Tech Park, One India bulls Park, L&T Estancia IT SEZ, Ramanujan IT City and Chennai one SEZ.

1.3 COMPANY PROFILE



ZOHO logo

ZOHO Corporation is an Indian multinational technology company that makes web-based business tools. It is best known for the online office suite offering ZOHO.

The company was founded in 1996 by Sridhar Vembu and Tony Thomas and has a presence in seven locations with its global headquarters in Chennai, Tamil Nadu, India, and corporate headquarters outside of Austin in Del Valle, Texas. Radha Vembu, Shridhar Vembu's sister, owns a majority stake in the company.

From 1996 to 2009, the company was known as Advent Net, Inc. Advent Net expanded operations into Japan in 2001. ZOHO CRM was released in 2005, followed by the releases of Projects, Creator and Sheet in 2006. ZOHO expanded into the collaboration space with the release of ZOHO Docs and ZOHO Meeting in 2007. In 2008 the company added invoicing

and mail applications, reaching one million users by August of that year.

In 2009, the company was renamed ZOHO Corporation after its online office suite. The company remains privately owned. In 2017 ZOHO launched ZOHO One, a comprehensive suite of over forty applications. ZOHO reached more than 50 million customers in January 2020. The products are Online office suit.

CRM software. The Revenue of ZOHO is ₹4,385 crore (US\$580 million) (2020) The Operating Income is ₹800 crore (US\$110 million) (2020) Number of employees in ZOHO are 10,000+The Subsidiaries of ZOHO are ManageEngine, Web NMS.

GLOBAL SCENARIO

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The research and development campus are in Estancia IT Park, Chennai. ZOHO has an office at Tenkasi, from where their product ZOHO Desk was built and launched. The company operates in China and has offices in Singapore and Japan. The bulk of its support operations are carried out from its office in Chennai. ZOHO also has an office in Renigunta, Andhra Pradesh and has been operating from this office since 2018.

After the outbreak of COVID-19 ZOHO planned to open branches in rural areas in southern Tamil Nadu including Madurai and Theni. In December 2021, ZOHO announced it was opening a new office in New Braunfels, Texas. ZOHO is committed to spending your money wisely. We invest more in product development and customer support than in sales and marketing. It always struck us as paradoxical to charge the customer extra for the privilege of marketing back to them. By keeping our cost of attracting customers low, we keep our prices affordable and pass the savings onto our users. We're gentle in our sales approach, so we don't push our people to push you. You won't find us trying to endlessly upsell you, or buying your loyalty through multi-year contracts. And with growth that regularly outstrips us competitors, we know that this model works. ZOHO stayed private and we've never taken other people's money. Neither will change. This keeps us independent and beholden to only the customer, permitting a long-term view to naturally unfold. We are private, but far from small. With nearly 10,000 employees across the globe, our style of unconventional thinking seems to have paid off. Our investment in people is a vital part of our R&D edge. We have a comprehensive program to hire high school students and train them – a program we call ZOHO Schools of Learning. Over 15% of our engineers come from this program. Not only is the program good for our company, but it is also good for the communities we live in. Over the years, we've crafted dozens of products with equal fervor. Now they are even available under one single integrated suite, ZOHO One, that can put a business completely on the cloud. Unlike our competitors, who periodically wake up to discover gaping product holes that they must now fill urgently with acquisitions to reassure their shareholders, we craft our portfolio with patience and anticipation. Our strategy is born from the realization that most

acquisitions fail, and it's the customer that pays the price. Many of our products were developed to meet our own needs—for ZOHO itself runs entirely on ZOHO.

COMPETITORS

SALESFORCE



Salesforce logo

The following are excellent one-of-a-kind features: a history of campaign management actions that may be viewed in collaboration with SFDC: The invention of Todo from the reason behind the mailing campaign. Seminars have become more frequent in the business-to-business area Because it is linked to Salesforce, it allows you to attract customers, distribute and manage campaigns, and centrally manage every sales step from business negotiations to orders by channel and measure.

HUBSPOT



As a general all-around B2B technology marketing, HubSpot Marketing Hub has a reputation for being the finest and powerful. It allows us to focus on many important parts of sales and marketing. HubSpot Marketing Hub offers us a wide range of unique and useful features to assure accurate and efficient information flow. I like HubSpot Marketing Hub's SEO layouts and online calendars that are useful features to keep things ordered, running well, and improving.

SUGARCRM

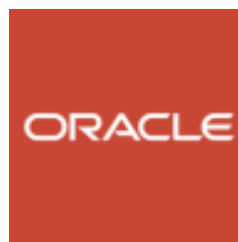


Sugar Market comes with an exclusive toolset that includes powerful automation, straightforward campaign builders, and excellent reporting that makes the most difficult things more convenient for our marketers. It enables our marketing teams to reliably predict the possibility of converting leads to marketing qualified leads and highlights prospects for sales priorities, providing adequate lead qualification and helping our business produce greater income than ever.

MICROSOFT

Microsoft has been very helpful in every step of our journey. I can see they are committing a lot of resources to improve the usability and functionality. It is quite user friendly for common tasks and I can onboard new users quickly.

ORACLE



Overall experience of using this tool is very good. It has got all the capabilities that one can ask for in a marketing automation platform from creating emails, landing pages, forms, campaigns (A/B test and multistep campaigns) and is equally helpful as a contact database with capabilities to create segment using various criteria. Integration with CRM such as salesforce is again an advantage as it helps narrow down on leads and prospects coming through to the salespeople.

SAGE



Sage CRM is a great CRM to store and manage leads from both inbound and outbound. I have been using this CRM for more than three years to manage our leads and to track their activities and after that according to the scores and overall action we forward that to our sales team for business development. It is very easy to use the tool and works very fine, there is no additional training required to use this tool.

ADOBE



Market Engage allows us to completely control our lifecycle and acquisition email marketing strategies. While the license comes with a hefty price-tag, the capabilities and experience of both customer and client is unparalleled by any other platform. Market Engage allows for our business and its sales funnel to run as smoothly as possible.

CREATIO



Marketing Creation is a great product, especially for companies that have multiple marketing teams. The product services as well as it can create campaign audiences using custom objects and the ability to pass object data to communication elements for content generation. With these abilities, we can create more customized and personalized marketing outreach programs with less time and effort.

PEGA



Pega customer decision hub is a very useful customer engagement platform.

ACQUIA



Acquia Campaign Studio is one of the most powerful email marketing, online marketing, marketing automation and lead management platform available in the market. We use to create multi-channel marketing campaigns for the customers with personalized offer to keep engaging customers. It helps us to create multi-channel marketing campaigns like Email, SMS, Newsletters, Push and Telemarketing. It's one of best lead generator marketing platform.

ACT-ON



It provides a simple but outstanding method for performing specialized marketing activities. The thing I like the most is that the automation builder is quite simple to use. With powerful tools we easily manage leads, referrals, contacts, and affiliates all in one location, the platform has reduced overall human hours. The customer service of Act-on is excellent they respond quickly and thoroughly when we need support.

SERVICES

ZOHO CRM

ZOHO CRM covers the entire lifecycle of customer relations from lead generation to service and back. ZOHO CRM is feasible to small as well as large enterprises that need cross-departmental CRM including support for marketing, sales, service, and tech.

ZOHO CRM Key Features:

Automation of sales to screen leads and fast track deals like cross-sells up-sells. Marketing automation to manage lead generation campaigns and to calculate results. Cases and approaches to streamline sales/helpdesk service processes.

ZOHO PEOPLE

ZOHO People is an intelligent, user-friendly HR software application that belongs to a complete ZOHO suite for small business solutions. This famous HR management platform provides SMBs with a full suite of business applications and tools.

Moreover, it is a versatile and user-friendly tool that can be implemented out of the box immediately. This online Software is designed to control the entire range of HR processes within an organization. This will help to ensure that the potential of your employees is maximized. It is also ideal for companies searching for an HR platform that can be easily implemented without needing any further configuration.

ZOHO People Key Features:

- All-in-one human resources platform.
- Fully scalable and integrated.
- Do it with the Self-Service Portal.
- Automated alerts to employees.
- Sturdy method for learning management

ZOHO BOOKS

ZOHO Books is an online accounting tool for handling every company's financial aspect. This can manage invoices, bills, inventory, banking, and even perform mobile accounting effectively. The interactive accounting software aims to help small business owners better manage their finances. The application is user-friendly and allows businesses to easily create and send online financial forms designed by professionals.

ZOHO Books Key Features:

- Machined workflows.
- Tracking and managing projects.
- Integration stripe for faster reconciliation.
- Runs on every computer and operating system.
- Operates in more than 10 languages including German, English, and Japanese.

ZOHO INVOICE

A web-based invoicing software, this app is perfect for both freelancers and small businesses who want customers to project a more professional image. ZOHO Invoice allows them to create their customized invoices, or to use templates for quick invoicing. The software would also be useful for companies with foreign clients or who bill by the hour.

ZOHO Invoice Key Features:

- Multilingual language functioning (up to 10 languages).
- Connect to the gateway portal for payment or accept credit cards.
- Tracking time for by-the-hour billing.
- Role-based access that lets staff record their working hours.
- Self-service portal which enables clients to view transactions and account statements.

ZOHO DESK

It's a cloud recruiting app that helps to quickly track new talent from sourcing to hiring. ZOHO Recruit is the main convenience of placing communication, documentation, and collaboration tools in one hiring platform. It substantially streamlines the entire recruiting process from publishing work items to handling resumes and shortlisting of eligible candidates to onboard hiring and recruitment.

Key Features:

- Documentation and Reporting
- Including E-mail via Outlook
- CRM
- Tracking of applicants
- Collaboration
- Social media integration

The above review is of the most successful of ZOHO's creative product offerings for apps today. Essentially all of these 6 business applications in ZOHO have similar elements but are distinguished by certain specific features and specifications.

For starters, they're all integrated solutions — meaning they can all work with each other, but they do work as stand-alone apps. Each ZOHO product from ZOHO People to ZOHO CRM — is also known for its ease of use and comprehensive integration with other ZOHO products as well as third-party applications.

Also, every ZOHO application offers intelligent automation to simplify even the most complicated daily activity.

Finally, these technological systems were gradually changing how we function, mostly for the better. Each ZOHO product is likewise effective and efficient in solving business problems.

SWOT ANALYSIS



Figure 1.13: SWOT Analysis of ZOHO Corporation

STRENGTHS

- Highly skilled, English-speaking workforce.
- Abundant manpower
- Cheaper workforce than their Western counterparts. According to NASSCOM, the wage difference is as high as 70-80 percent when compared to their Western counterparts.
- Lower attrition rates than in the West.
- Dedicated workforce aiming at making a long-term career in the field.
- Round-the-clock advantage for Western companies due to the huge time difference.
- Lower response time with efficient and effective service.
- Operational excellence

WEAKNESSES

- Rise in the level of attrition rates among IT and ITES workers.
- The cost of telecom and network infrastructure is much higher in India than in the US.
- Manpower shortage
- Marketing problem
- Cultural difference
- Legal lacuna
- Local infrastructure
- Political opposition from developed countries

OPPORTUNITIES

- To work closely with association like NASSCOM.
- Indian ITES companies should work closely with Western governments and assuage their concerns and issues.
- India can be branded as a quality ITES destination rather than a low-cost destination.
- \$69 billion ITES business by 2010
- Market potential.

THREATS

- The anti-outsourcing legislation in the US state of New Jersey. Three more states in the United States are planning legislation against outsourcing Connecticut, Missouri, and Wisconsin.
- Workers in British Telecom have protested against outsourcing of work to Indian BPO companies.
- Other ITES destinations such as China, Philippines and South Africa could have an edge on the cost factor.
- Slowdown of demand

REVENUE

ZOHO's revenue from operations surged by around 29% to Rs 4,274.7 crore during FY20 from Rs 3,308 crore earned in FY19, regulatory filings show.

Notably, only 4.5% of these revenues – Rs 192.8 crore – were booked in India and the rest Rs 4,082 crore were collected from services provided outside the country. Revenue from its India operations has grown by 59.2% while revenue from the other geographies it operates in have surged by 28.1% during FY20. ZOHO operates with 12 subsidiaries which handle its operations across the globe. At Rs 1,108.32 crore, ZOHO Corp (US) had the biggest share in the consolidated comprehensive income followed by ZOHO Europe which operates out of the Netherlands and has contributed Rs 509.06 crore.

Importantly, the entities which handle the information technology park business and its China-based subsidiary have reported losses this year. The Sridhar

Vembu-led company collected another Rs 111.3 crore as non-operating revenues during the fiscal ended in March 2020. The expense sheet of the SaaS unicorn shows expenses incurred on advertisement and promotion standing out as the largest cost factor accounting for around 35.8% of the total expenses incurred by the company. These costs remained fairly stable growing by only 7.4% to Rs 1,205 crore in FY20 from Rs 1,122.2 crore in FY19. Following closely, employee benefits is the second largest cost Centre accounting for 32.3% of the total costs incurred. These expenses grew by 17% to around Rs 1,089 crore in FY20 from Rs 931.09 crore in FY19.

Expenditure on legal and professional fees was the expense that grew the most during the previous fiscal. These payments surged by 82% to Rs 129.2 crore in FY20 from Rs 71 crore paid for during FY19. Miscellaneous expenditure amounted to Rs 226 crore while rental and fuel payments grew by 21.6% to Rs 45 crore in FY20. ZOHO's tax expenditure jumped 120% to Rs 221.3 crore during FY20 and it spent another Rs 25.06 crore on corporate social responsibility initiatives. Travelling conveyance expenses of Rs 95.42 crore pushed the total expenditure to increase by 16.8% from Rs 2,885.04 crore spent in FY19 to nearly Rs 3,370 crore during FY20. On a unit level, ZOHO spent Rs 0.79 to earn a rupee of operating revenue in FY20.

ZOHO has managed to improve its annual profits by a whopping 55.24% to Rs 801 crore during FY20 from Rs 516 crore profit in FY19. Its EBITDA margin has improved by 836 BPS to 33.57% in FY20 from 25.21% in FY19. ZOHO has improved its operational efficiency and this reflects in its income statement. Although income has grown less than 30%, the company's profits have surpassed 55% in FY20. ZOHO is likely to post improved performance in the ongoing fiscal as it is one of the few companies which thrived during the pandemic. With its offerings, ZOHO enabled remote working for companies and services around the world at a time when many had to work during lockdowns or restrictions imposed to curb the spread of the coronavirus. In an interview last year, Vembu had estimated that the company will add 60K to 70K clients by the end of FY21 with a double-digit contribution to its revenue coming from India. Currently, ZOHO has over 400K customers across 180 countries.

1.4 OBJECTIVES OF THE STUDY

The purpose of the study is to find out the level of Work Engagement and how effective is it,

Primary Objectives:

- To study Work Engagement at ZOHO Corporation

Secondary Objectives:

- To analyze the employee's satisfaction with their job roles.
- To analyze the extent to which the employees are committed to their job.
- To analyze the mental resilience of the employees

1.5 NEED FOR THE STUDY

Engagement is, at best, a symptom of success. Employees who are succeeding and feeling good about their contributions to your company are naturally more likely to be proud to work for your company, be happy to come to work each day, and feel valued.

Work Engagement can help your cause marketing, better engagement means better utility, engaged employees are likely to quit, engaged employees are positive, employees feel satisfied when they are engaged, engaged employees are more philanthropically minded, engaged employees are better communicators, engaged employees are more creative, engaged employees are more productive because their job enables them to use their strengths. Employees be recognized for their contributions, and they see opportunities for professional growth. Engaged employees are foster innovation because they know their opinion matters. Employees enjoy going to work, employees work environment is predictable, stable, and engaged.

1.6 SCOPE OF THE STUDY

As we have seen that Work Engagement is nothing but emotionally and positively attached of an employee towards the organization and Work.

So, with the help of this project we will be able to know the degree of engagement of the employees with infinite skills and we can study the methods to increase the engagement level in the organization which will be helpful to employer as well as employees

Scope of the study is widened to an extent of taking up Work Engagement. In fact, this study has given an opportunity of interacting various peoples at various levels which made me to groom within the organization culture. This study is confined to bunch of practices; hence, it is a complete test to identify the factors contribute for the organizational success, which made the scope so widened and new to approach. Though study is limited to 60 days, it has given vast scope and a feel of live environment.

1.7 LIMITATION OF THE STUDY

- There is no 100% participation in the organization.
- Employees are busy with their projects.
- Unable to answer the questionnaire properly because of the busy schedule.
- Unable to collect a greater number of responses due to their work schedule.
- Employees are busy with the campus drives and placement work.
- Able to collect 90 responses due to hectic work.

CHAPTER-II

REVIEW OF LITERATURE

According to Adrianto & Riyanto (2020), Work Engagement is emotional attachment towards Organization and Individual performance.

Work Engagement is a widely discussed topic in the fields of organizational development, management, and industrial psychology, this cannot be separated from the complex management of Human Resources (HR). (Jeung, 2011; Kim, Kolb, & Kim, 2013; Mercurio, 2015)

The changing times require HRD (Human Resource Development) practitioners to be able to contribute innovatively to improve the quality of individual work with various characters such as skills and levels of education in the organization. (Kim et al, 2017; Sekhar, Patwardhan & Vyas, 2017)

This is a challenge that Work Engagement must be built and maintained so that burnout does not occur. Some researchers consider Work Engagement and work engagement to be key terms in the HRD field (Lee et al., 2016) (Bakker, Demerouti & Sanz-Vergel, 2014; Hanaken & Schaufeli, 2012).

Ngwenya & Pelsner (2020), their theory explains, Individual performance levels depends on how engaged and how satisfied the employees are with their work.

Kim, Han & Park (2019), the JD-R model assumes that the job characteristics can increase job engagement, which in turn improves organizational outcomes.

It is stated that the notions of Work Engagement and Employee engagement are similar because they are interrelated with job demands and work resources (Bakker & Demerouti, 2007).

However, in general, Work Engagement and Employee engagement do not have significant differences in terms of theoretical and scientific findings, so that in this article the author uses the term Work Engagement to facilitate literacy (Bakker, Schaufeli, Leiter & Taris, 2008)

Work Engagement refers to things that are positively effective related to carrying out work that has aspects of vigor, commitment, and mental resilience (Schaufeli, Bakker, & Salanova, 2006).

This sense of engagement is a cognitive, emotional, and behavioural condition of the individual directed towards organizational goals (Farndale & Murrer, 2015; Shuck & Wollard, 2010).

Work Engagement is a positive individual attachment, commitment, loyalty to one or one line of work (Xiao & Duan, 2014), or the individual's positive psychological state regarding their work (Saks & Gruman, 2014).

It can be stated that work is a motivational boost to achieve a variety of needs (from the wages) and must be met psychologically and physiologically (Maslow, 1943; McClelland, 1990; Alderfer, 1969).

Anitha (2014), Engagement can lead to improved performance from various factors

The need is an impetus that will spur change on the cognitive side of the individual so that it will motivate the enthusiasm for work (Mokaya & Kipyegon, 2014).

From the encouragement of fulfilling these needs, Work Engagement can increase over time, which in turn will affect the quality of individual work (Rich, Lepine & Crawford, 2010).

Sendawula, et al. (2018), Work Engagement is a positive attitude that employees have towards the organization and its values.

Ismail, Iqbal & Nasr (2018), Work Engagement leads to higher job performance by generating positive emotions and increasing motivation to perform job duties and responsibilities.

Sekhar, Patwardham, & Vyas (2017), Individuals who are affectively engaged with the organization have a higher sense of and involvement in organizational activities.

Sivasubramanian and Rupa (2017), Employee commitment is evidenced by better reward programs, and approaches that will show interest in employee career development. Organization also needs to create ways of recognition of contribution by employees.

Gantasala V. Prabhakar and Swetha Reddy (2016), the demographic profile of employees has an influence on employee's engagement, and organizational inputs and support has an impact on engagement and that committed makes employees more engaged.

Anitha (2014), Engagement can lead to improved performance from various factors.

Work quality is very important in achieving organizational goals so that it can generate Work Engagement for everyone (Alqarni, 2016). In the industrial sector, Work Engagement has a major effect on the sustainability of the company and leads to better performance changes (Mokaya & Kipyegon, 2014).

A person can be professional when they have engaged in their work. The higher the Work Engagement, the better the quality of work obtained. Besides, cognitive, emotional, and physical conditions while working also needs to be considered (Khan, 1990).

However, the company "fleas" often occur which results in decreased quality of the organization and hinders the vision and mission. The lack of individuals when they are not satisfied with the job they think fits the criteria is a factor in the number of turnover intentions (Biron & Boon, 2013; Caesen, Stinglhamber & Marmier, 2014).

But often HR that is not appropriate in implementing job discs in the organization can affect the level of quality of the individual's performance. Quality human resources have a big impact on organizational goals, so there is a binding agreement that aims to foster organizational commitment (Cesario & Chambel, 2017).

Externally, Work Engagement can be influenced by several factors, including the provision of appropriate and satisfying wages according to job level (Pang & Lu, 2018). Consistent communication within the organization can increase Work Engagement to provide the best performance at work (García-Carbonell et al, 2018).

A conducive work environment can provide good performance results for individuals (Lazauskaite-Zabielske, Urbanaviciute & Balsiene, 2018) as well as supportive colleagues in the workplace can increase job satisfaction and work performance (Yousef, 2017).

Internally, Work Engagement can be influenced by several factors, including self-efficacy (Sofiah & Kurniawan, 2019). Other findings show that a good quality of work-life increases Work Engagement with their work (Alqarni, 2016).

Besides, it was found that passion or obsession can also form a sense of engagement in their work (Burke, Astakhova & Hang, 2015; Ho, Wong & Lee, 2011; Purba & Ananta, 2018).

Work Engagement plays an important role in the organization so that it can improve individual performance which in turn can provide job satisfaction (Garg, Dar & Mishra, 2018).

Training in service to other individuals is a supporting aspect at the Work Engagement level (Johnson, Park & Bartlett, 2018). Various other aspects such as the character of the individual being served determine the level of engaged individuals in the organization (Wang & Chen, 2019).

It has been identified various factors in shaping Work Engagement behavior in an organization so that it can run well within the organization and how to improve the work performance of Work Engagement that has been formed by individuals. Based on the background stated, the authors are interested in discussing Work Engagement as a factor in efforts to improve the quality of performance in organizations.

CHAPTER-III

RESEARCH METHODOLOGY

Research is a systematic method of finding solutions to problems. According to Clifford woody, “research comprises of defining and redefining problem, formulating hypothesis, or suggested solutions, collecting, organizing and evaluating data, reaching conclusions, testing conclusions to determine whether they fit the formulated hypothesis”

To study, both primary and secondary data has been collected. The observational method and survey research method is used to collect the primary data.

Research is the process of systematic and in-depth study or search for any particular topic, subject or area of investigation, backed by collection, compilation, presentation and interpretation of relevant details or data.

RESEARCH PROCESS:

In research process, the first and foremost step is defining and selecting a research problem. A Researcher should at first find the problem. Then he should formulate it so that it becomes susceptible to research. For a systematic presentation, the process of research may be classified under three stages- primary stages, secondary stage, and the tertiary stage.

The primary stage includes:

Observation, Interest, Formulating research problems, Documentation and Research designs

The secondary stage includes:

Project planning, Data collection, Questionnaire preparation, Analysis of data, Analysis of data, Interpretation and Questionnaire preparation

TYPE OF RESEARCH

DESCRIPTIVE RESEARCH:

Descriptive research has been used, it involves survey and fact-finding enquiries of different kinds, the purpose of descriptive research is the description of situation, as it exists at present.

DATA COLLECTION

Data collection is one of the most important aspects of research. The information in research methodology must be accurate and relevant. The data collection method can be classified into two methods.

PRIMARY DATA:

Questionnaire method has been used as a tool for data collection in this research.

SECONDARY DATA:

Secondary data means data that are already available i.e., they refer to data which has already been collected and analysed by someone else. The secondary data for the study was collected from books, company websites, magazines and other sources.

QUESTIONNAIRE PREPARATION

The basic requisite of any research study is the appropriate data which can be collected with the help of a schedule or questionnaire. With the help of questionnaire, it is easy to determine the involvement level of so many employees in the organization.

RESEARCH DESIGN

The data will be gathered directly from the respondents through sample survey method.

The data analysis for this research will be both on quantitative and qualitative manner.

COLLECTION OF DATA:

Primary data

Primary data collected for the study from a **sample size of 120 people** in ZOHO through questionnaires.

Secondary data

Secondary data will collect from various published reports, journals, magazines, books, articles, and websites.

Sampling Design:

Convenience Sampling: A type of non-probability sampling that involves the sample being drawn from that part of the population that is close to hand.

PERIOD OF STUDY:

The period of study will be three months.

DATA ANALYSIS TOOLS:

This study will contain table, chart, chi square tests and two-way analysis of variance and interpret the data.

- T-test is a statistical procedure used in research to examine the differences between categorical variable in the same population.
- One-way analysis of variance is a technique that can be used to compare whether two samples mean are significantly different or not.

HYPOTHESIS TESTING:

ANOVA:

A common approach to figure out a reliable treatment method would be to analyses the days it took the patients to be cured. We can use a statistical technique which can compare these three treatment samples and depict how different these samples are from one another. Such a technique, which compares the samples based on their means, is called ANOVA. Analysis of variance (ANOVA) is a statistical technique that is used to check if the means

of two or more groups are significantly different from each other. ANOVA checks the impact of one or more factors by comparing the means of different samples.

FORMULA: The test statistic is the F statistic for ANOVA, $F = MSB/MSE$.

H0: There is no significant difference between Groups on job satisfaction, commitment and mental resilience of the employees.

H1: There is a significant difference between Groups on job satisfaction, commitment and mental resilience of the employees.

T-TEST:

A t-test is a type of inferential statistic used to determine if there is a significant difference between the means of two groups, which may be related in certain features. They include the difference between the mean values from each data set (called the mean difference), the standard deviation of each group, and the number of data values of each group.

FORMULA: The test statistic for T-Test, $T = \frac{\text{mean1} - \text{mean2}}{s(\text{diff}) / \sqrt{n}}$

H0: Equal variance not Assumed between Groups on job satisfaction, commitment and mental resilience of the employees.

H1: Equal variance Assumed between Groups on job satisfaction, commitment and mental resilience of the employees.

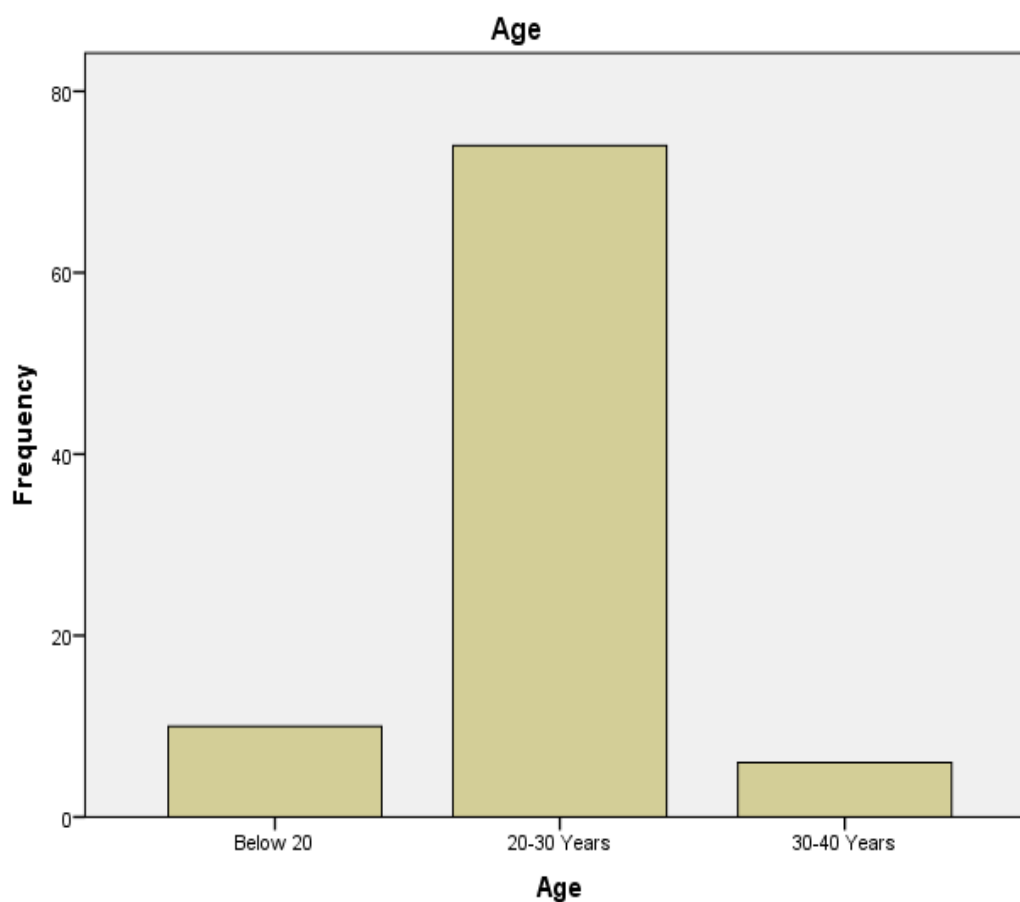
CHAPTER-IV

DATA ANALYSIS & INTERPRETATION

Table 4.1: Table showing Work Engagement dimensions on Age

Response	Frequency	Percent
Below 20	13	11.1
20-30 Years	99	82.2
30-40 Years	8	6.7
Total	120	100.0

Chart 4.1: Age



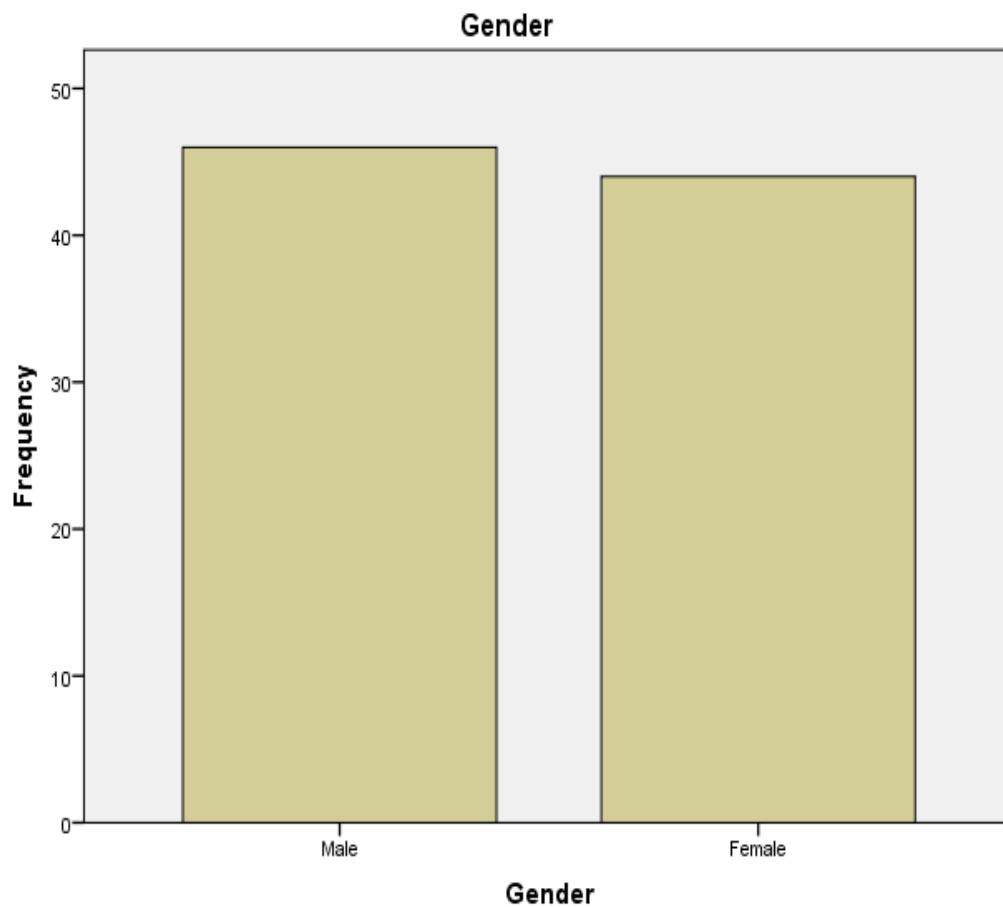
INTREPRETATION:

Based on the above data, 82.2 percent of 20-30 Years, 11.1 percent of Below 20 and 6.7 percent of 30-40 years are the age group of people in ZOHO corporation.

Table 4.2: Table showing Work Engagement dimensions on Gender

Response	Frequency	Percent
Male	61	51.1
Female	59	48.9
Total	120	100.0

Chart 4.2: Gender



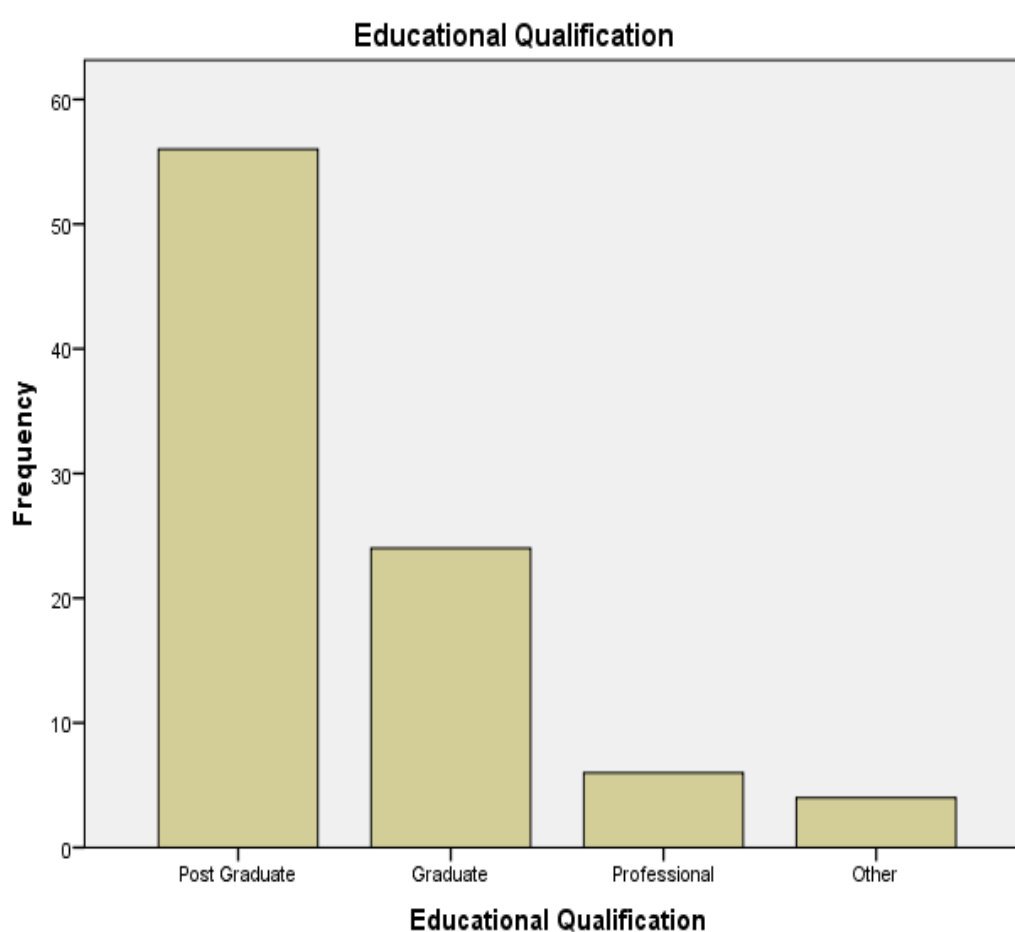
INTERPRETATION:

Based on the data, 51.1 percent are male, 48.9 percent are female are responded in ZOHO Corporation.

Table 4.3: Table showing Work Engagement dimensions on Educational Qualification

Response	Frequency	Percent
Postgraduate	75	62.2
Graduate	32	26.7
Professional	8	6.7
Other	5	4.4
Total	120	100.0

Chart 4.3: Educational Qualification



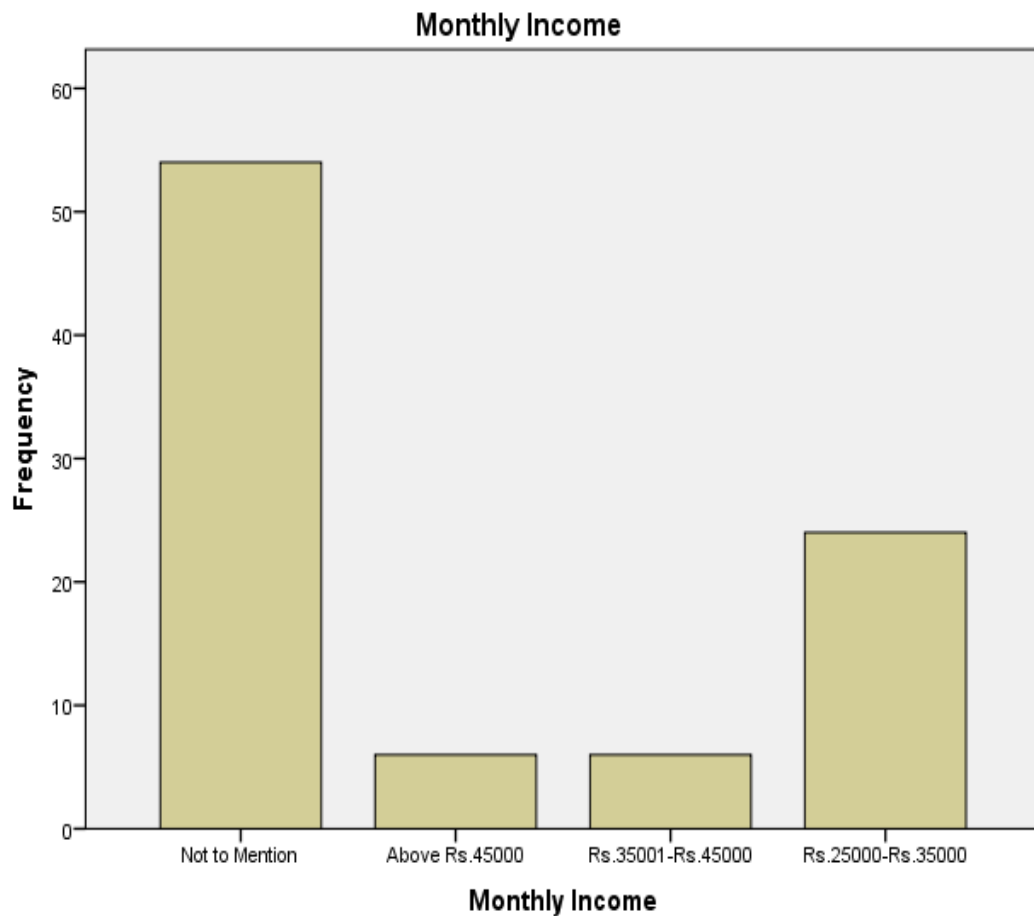
INTERPRETATION:

Based on the above data, 62.2 percent are Post graduated, 26.7 are Graduated, 6.7 percent are professionals and 4.4 percent are Other field of studies in ZOHO Corporation.

Table 4.4: Table showing Work Engagement dimensions on Monthly Income

Response	Frequency	Percent
Not to Mention	72	60.0
Above Rs.45000	8	6.7
Rs.35001-Rs.45000	8	6.7
Rs.25000-Rs.35000	32	26.7
Total	120	100.0

Chart 4.4: Monthly Income



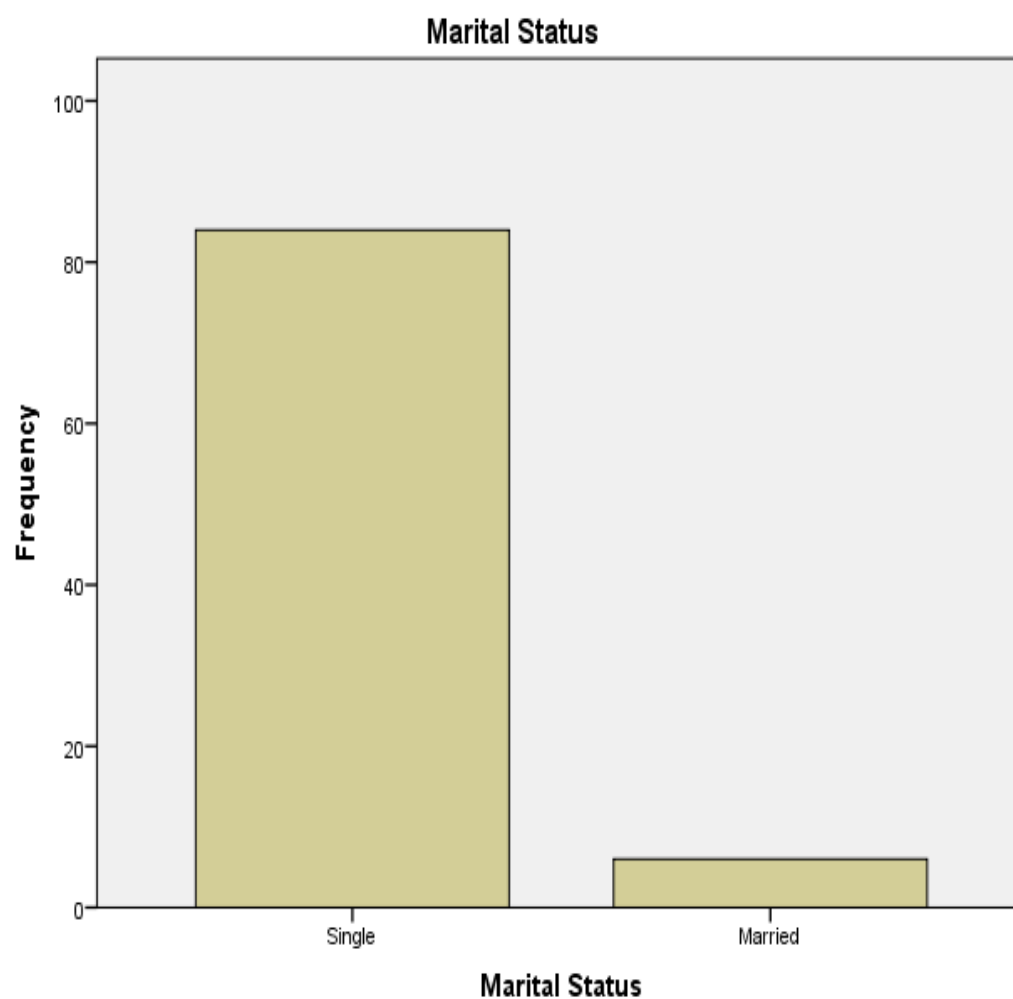
INTERPRETATION:

Based on the data, 60 percent of employees preferred Not to Mention, 26.7 percent of Rs.25000-Rs.35000, 6.7 percent of Rs.35001-Rs.45000, 6.7 percent of Above Rs.45000 are of their Monthly income in ZOHO Corporation.

Table 4.5: Table showing Work Engagement dimensions on Marital Status

Response	Frequency	Percent
Single	112	93.3
Married	8	6.7
Total	120	100.0

Chart 4.5: Marital Status



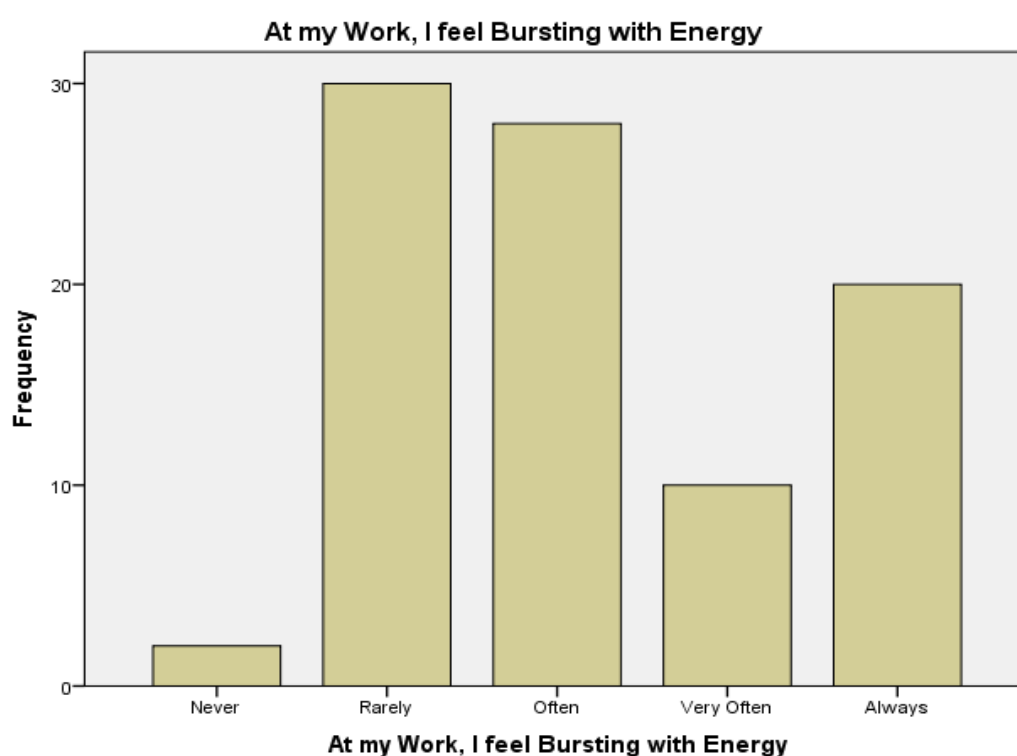
INTERPRETATION:

Based on the above data, 93.3 percent of the respondents are Single and 6.7 percent of the respondents are Married in ZOHO corporation.

Table 4.6: Table showing Work Engagement dimensions on, At my Work, I feel Bursting with Energy

Response	Frequency	Percent
Never	3	2.2
Rarely	40	33.3
Often	37	31.1
Very Often	13	11.1
Always	27	22.2
Total	120	100.0

Chart 4.6: At my Work, I feel Bursting with Energy



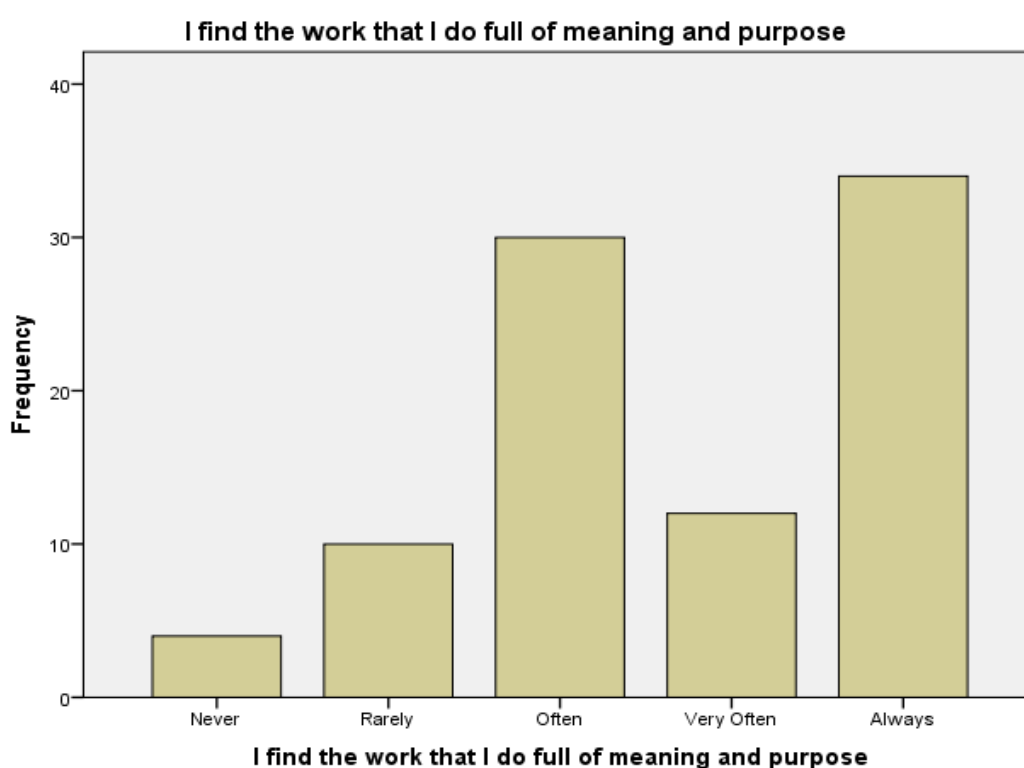
INTERPRETATION:

Based on the data, we understand that 33.3 percent Rarely, 31.1 percent Often, 22.2 percent Always, 11.1 percent Very Often, 2.2 percent Never, feel bursting with energy at workplace of ZOHO Corporation.

Table 4.7: Table showing Work Engagement dimensions on I find the work that I do full of meaning and purpose

Chart 4.7: I find the work that I do full of meaning and purpose

Response	Frequency	Percent
Never	5	4.4
Rarely	14	11.1
Often	40	33.3
Very Often	16	13.3
Always	45	37.8
Total	120	100.0



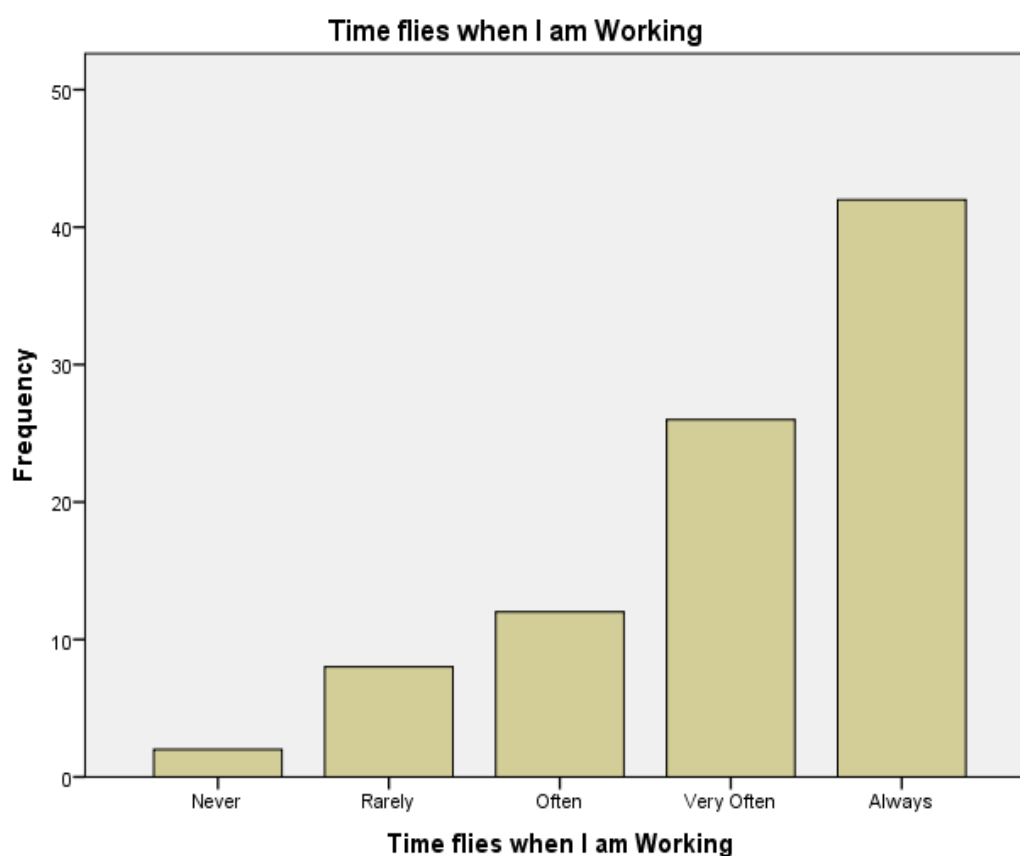
INTERPRETATION:

From the above data, we understand that 37.8 percent Always, 33.3 percent Often, 13.3 percent Very Often, 11.1 percent Rarely, 4.4 percent Never, found the work that they do is meaning and purpose ZOHO Corporation.

Table 4.8: Table showing Work Engagement dimensions on Time flies when I am Working

Response	Frequency	Percent
Never	3	2.2
Rarely	11	8.9
Often	16	13.3
Very Often	35	28.9
Always	55	46.7
Total	120	100.0

Chart 4.8: Time flies when I am Working



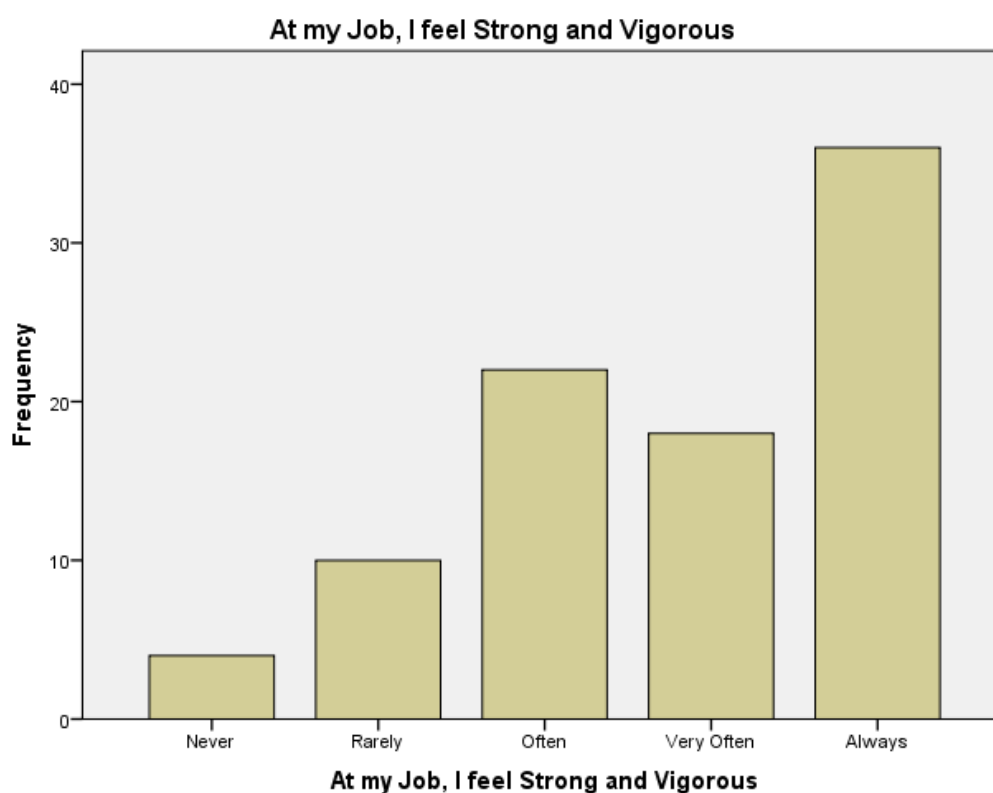
INTERPRETATION:

From the above data, we understand that 46.7 percent Always, 13.3 percent Often, 28.9 percent Very Often, 8.9 percent Rarely, 2.2 percent Never, felt that times flies when they are working ZOHO Corporation.

Table 4.9: Table showing Work Engagement dimensions on Job that I feel Strong and satisfied

Response	Frequency	Percent
Never	5	4.4
Rarely	13	11.1
Often	29	24.4
Very Often	24	20.0
Always	48	40.0
Total	120	100.0

Chart 4.9: At my Job, I feel Strong and Satisfied



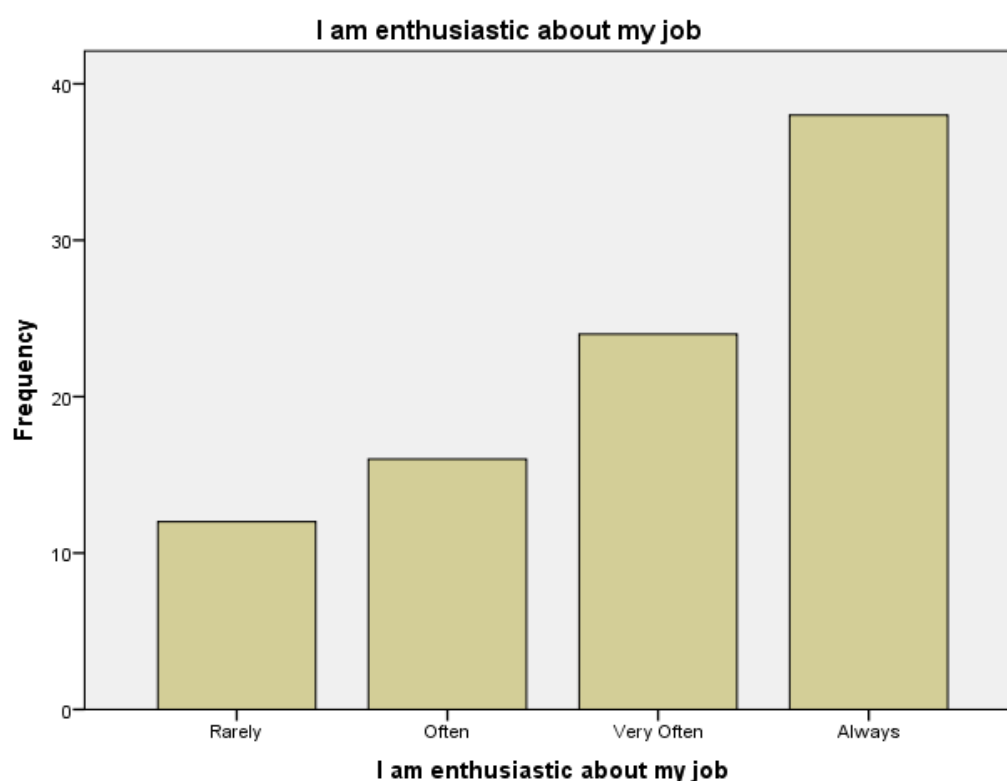
INTERPRETATION:

Based on the above data, we understand that 40 percent Always, 24.4 percent Often, 20 percent Very Often, 11.1 percent Rarely, 4.4 percent Never, Employees felt that their job feel strong and satisfied ZOHO Corporation.

Table 4.10: Table showing Work Engagement dimensions on I am enthusiastic about my job

Response	Frequency	Percent
Rarely	16	13.3
Often	21	17.8
Very Often	32	26.7
Always	51	42.2
Total	120	100.0

Chart 4.10: I am enthusiastic about my job



INTERPRETATION:

From the above data, we understand that 42.2 percent Always, 17.8 percent Often, 26.7 percent Very Often, 13.3 percent Rarely, felt that they feel enthusiastic about their job in ZOHO Corporation.

Table 4.11: Table showing Work Engagement dimensions on When I am working, I forget everything else around me

Response	Frequency	Percent
Never	8	6.7
Rarely	21	17.8
Often	29	24.4
Very Often	43	35.6
Always	19	15.6
Total	120	100.0

Chart 4.11: When I am working, I forget everything else around me



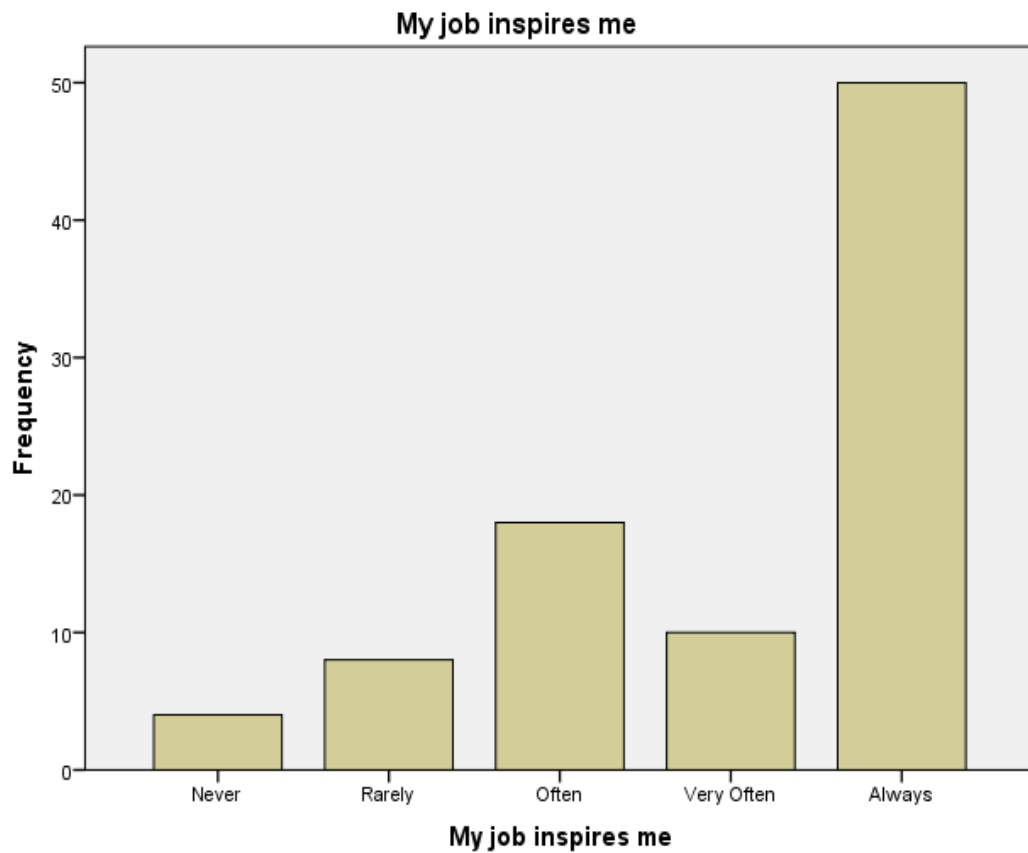
INTERPRETATION:

From the above data, we understand that 35.6 percent Very Often, 24.4 percent Often, 15.6 percent Always, 17.8 percent Rarely, 6.7 percent Never, felt that they were not forget everything that was happening around them when they are working in ZOHO Corporation.

Table 4.12: Table showing Work Engagement dimensions on My job inspires me

Response	Frequency	Percent
Never	5	4.4
Rarely	11	8.9
Often	24	20.0
Very Often	13	11.1
Always	67	55.6
Total	120	100.0

Chart 4.12: My job inspires me



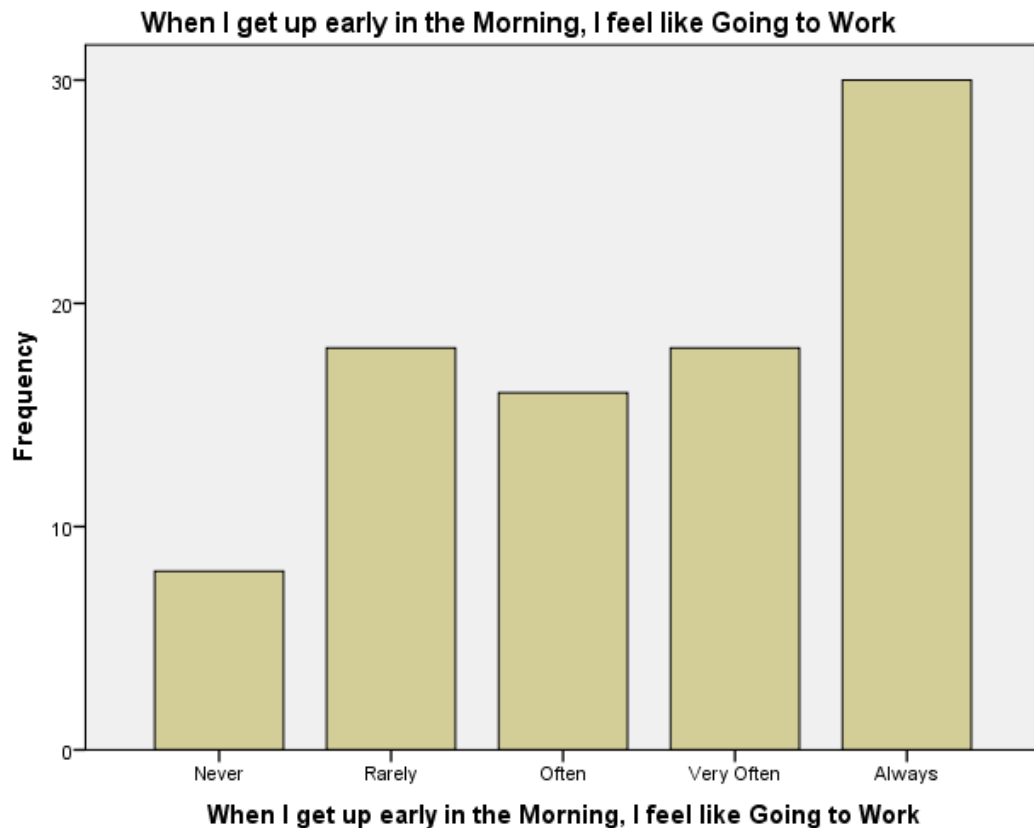
INTERPRETATION:

From the above data, we understand that 55.6 percent Always, 20 percent Often, 11.1 percent Very Often, 8.9 percent Rarely, 4.4 percent Never, felt that their work inspires them in ZOHO Corporation.

Table 4.13: Table showing Work Engagement dimensions on When I get up early in the Morning, I feel like Going to Work

Response	Frequency	Percent
Never	11	8.9
Rarely	24	20.0
Often	21	17.8
Very Often	24	20.0
Always	40	33.3
Total	120	100.0

Chart 4.13: When I get up early in the Morning, I feel like Going to Work



INTERPRETATION:

Based on the above data, we understand that 33.3 percent Always, 20 percent Very Often, 17.8 percent Often, 20 percent Rarely, 8.9 percent Never, feel that they feel like going to work when they get up early in the morning in ZOHO Corporation.

Table 4.14: Table showing Work Engagement dimensions on I feel happy when I am working Intensely

Response	Frequency	Percent
Never	5	4.4
Rarely	8	6.7
Often	16	13.3
Very Often	32	26.7
Always	59	48.9
Total	120	100.0

Chart 4.14: I feel happy when I am working Intensely



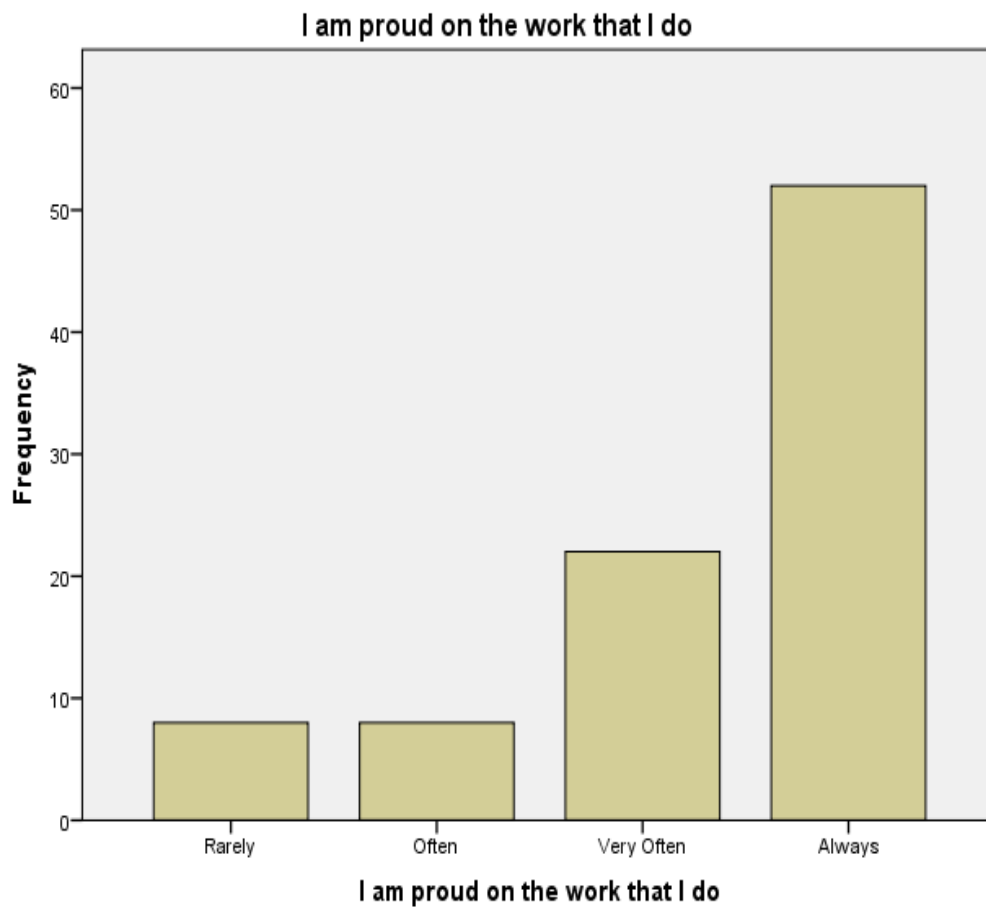
INTERPRETATION:

Based on the above data, we understand that 48.9 percent Always, 26.7 percent Very Often, 13.3 percent Often, 6.7 percent Rarely, 4.4 percent Never, feel happy when they are working intensely in work in ZOHO Corporation.

Table 4.15: Table showing Work Engagement dimensions on I am proud on the work that I do

Response	Frequency	Percent
Rarely	11	8.9
Often	11	8.9
Very Often	29	24.4
Always	69	57.8
Total	120	100.0

Chart 4.15: I am proud on the work that I do



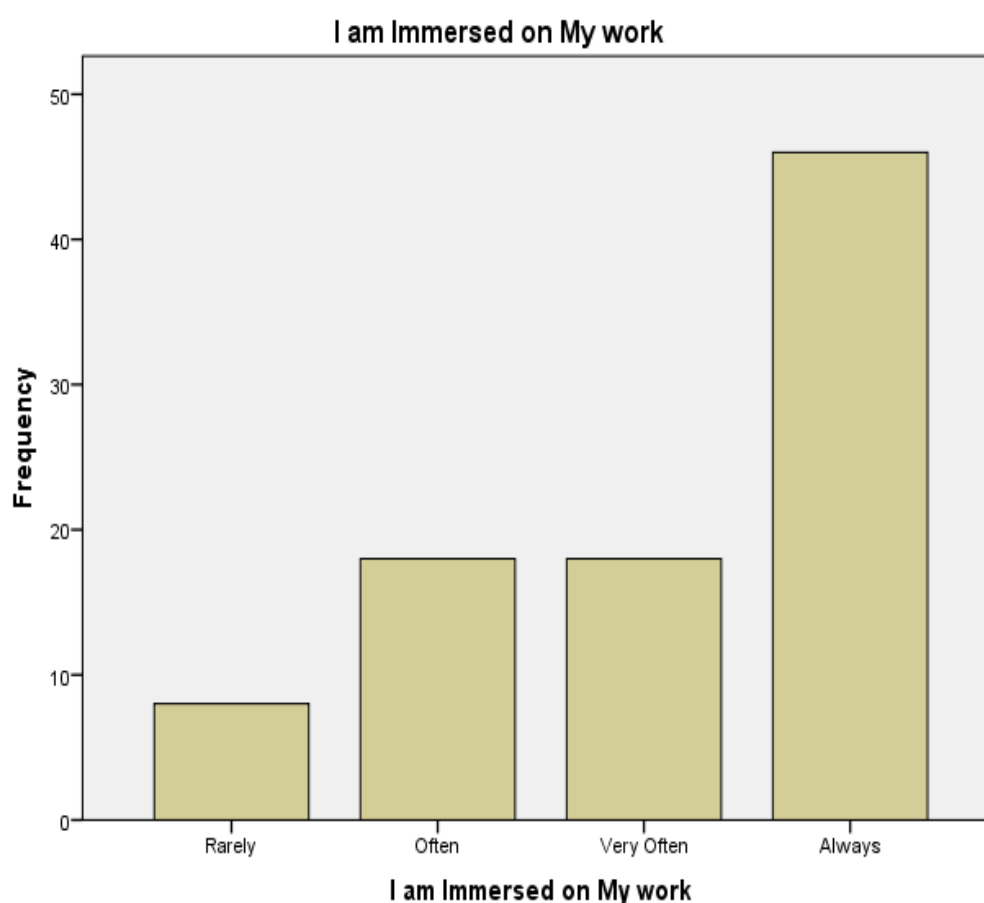
INTERPRETATION:

Based on the above data, we understand that 57.8 percent Always, 24.4 percent Very Often, 8.9 percent Often, 8.9 percent Rarely, 0 percent Never, feel that they are proud of their work which they do in ZOHO Corporation

Table 4.16: Table showing Work Engagement dimensions on I am immersed on my work

Response	Frequency	Percent
Rarely	11	8.9
Often	24	20.0
Very Often	24	20.0
Always	61	51.1
Total	120	100.0

Chart 4.16: I am immersed on my work



INTERPRETATION:

Based on the above data, we understand that 51.1 percent Always, 20 percent Very Often, 20 percent Often, 8.9 percent Rarely, 0 percent Never, feel that they are Immersed of their work which they do in ZOHO Corporation.

Table 4.17: Table showing Work Engagement dimensions on I can continue working for very long periods at a time

Response	Frequency	Percent
Never	5	4.4
Rarely	27	22.2
Often	32	26.7
Very Often	29	24.4
Always	27	22.2
Total	120	100.0

Chart 4.17: I can continue working for very long periods at a time



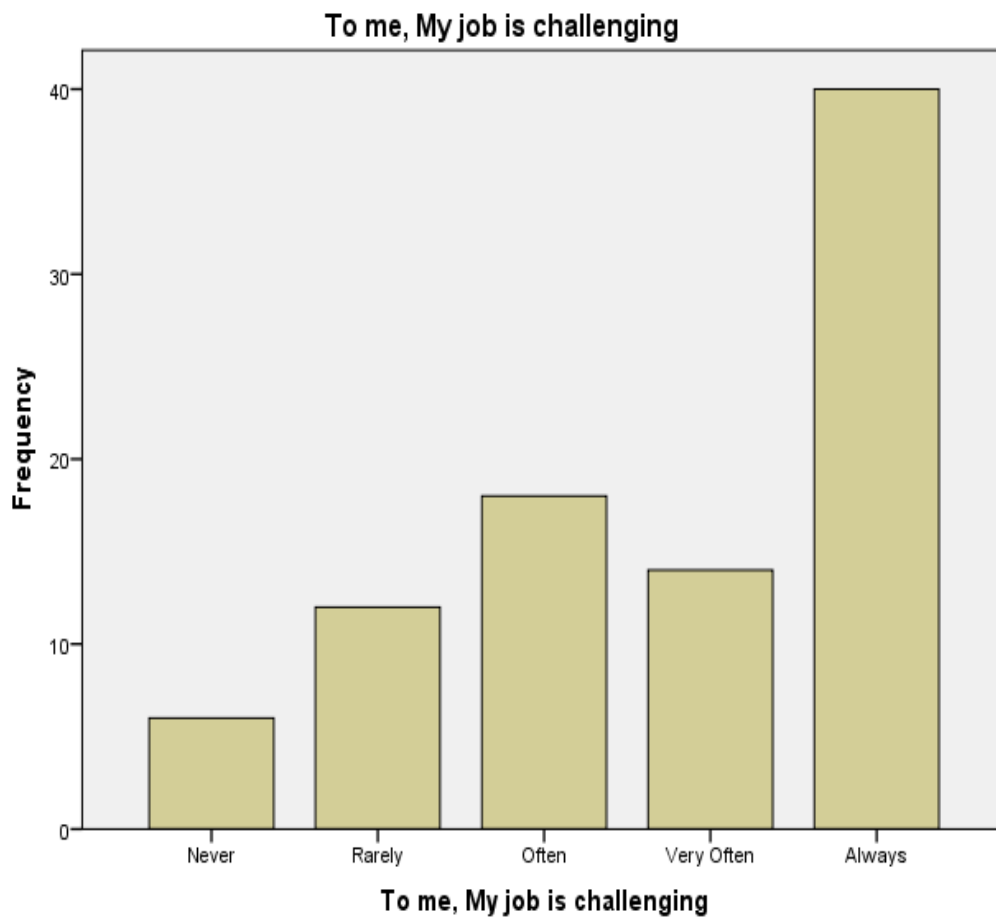
INTERPRETATION:

Based on the above data, we understand that 26.7 percent Often, 24.4 percent Very Often, 22.2 percent Always, 22.2 percent Rarely, 4.4 percent Never, feel that they can continue working for very long periods at a time in ZOHO Corporation.

Table 4.18: Table showing Work Engagement dimensions on To me, My job is challenging

Response	Frequency	Percent
Never	8	6.7
Rarely	16	13.3
Often	24	20.0
Very Often	19	15.6
Always	53	44.4
Total	120	100.0

Chart 4.18: To me, My job is challenging



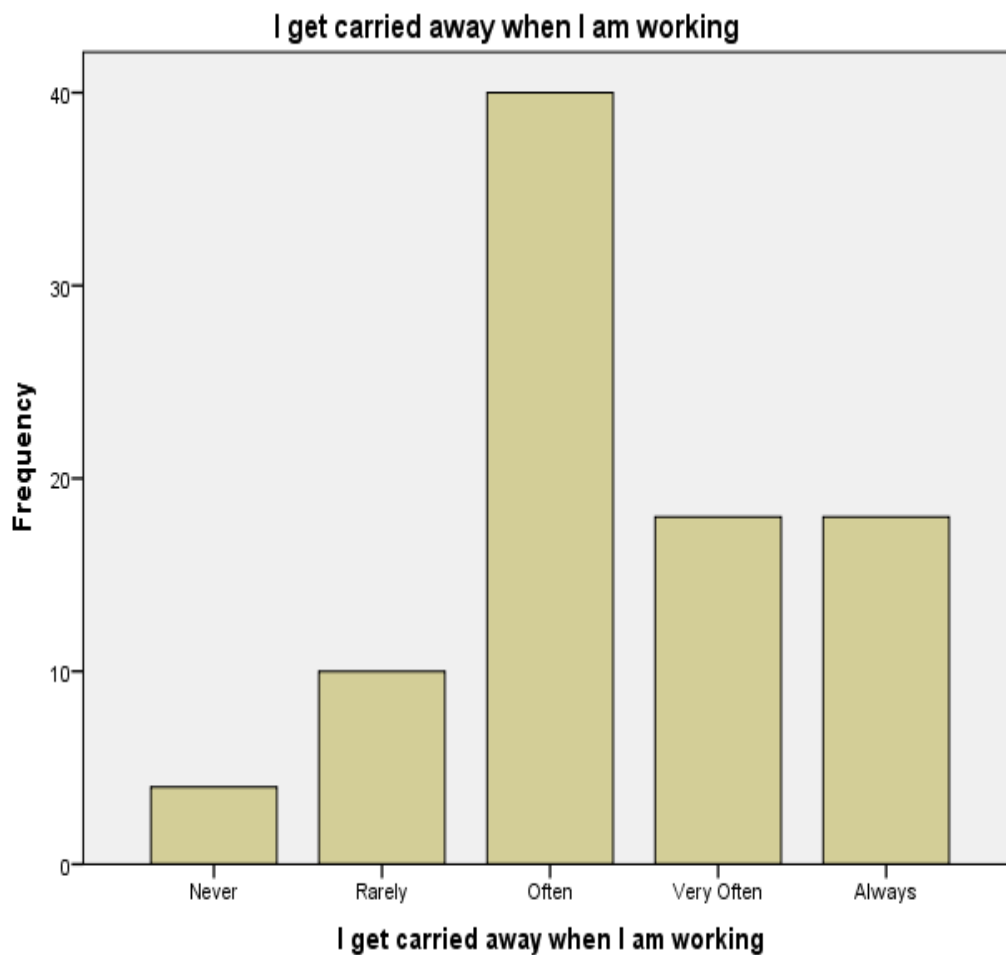
INTERPRETATION:

Based on the above data, we understand that 44.4 percent Always, 20 percent Often, 15.6 percent Very Often, 13.3 percent Rarely, 6.7 percent Never, feel that their job was challenging to them in ZOHO Corporation.

Table 4.19: Table showing Work Engagement dimensions on I get carried away when I am working

Response	Frequency	Percent
Never	5	4.4
Rarely	13	11.1
Often	54	44.4
Very Often	24	20.0
Always	24	20.0
Total	120	100.0

Chart 4.19: I get carried away when I am working



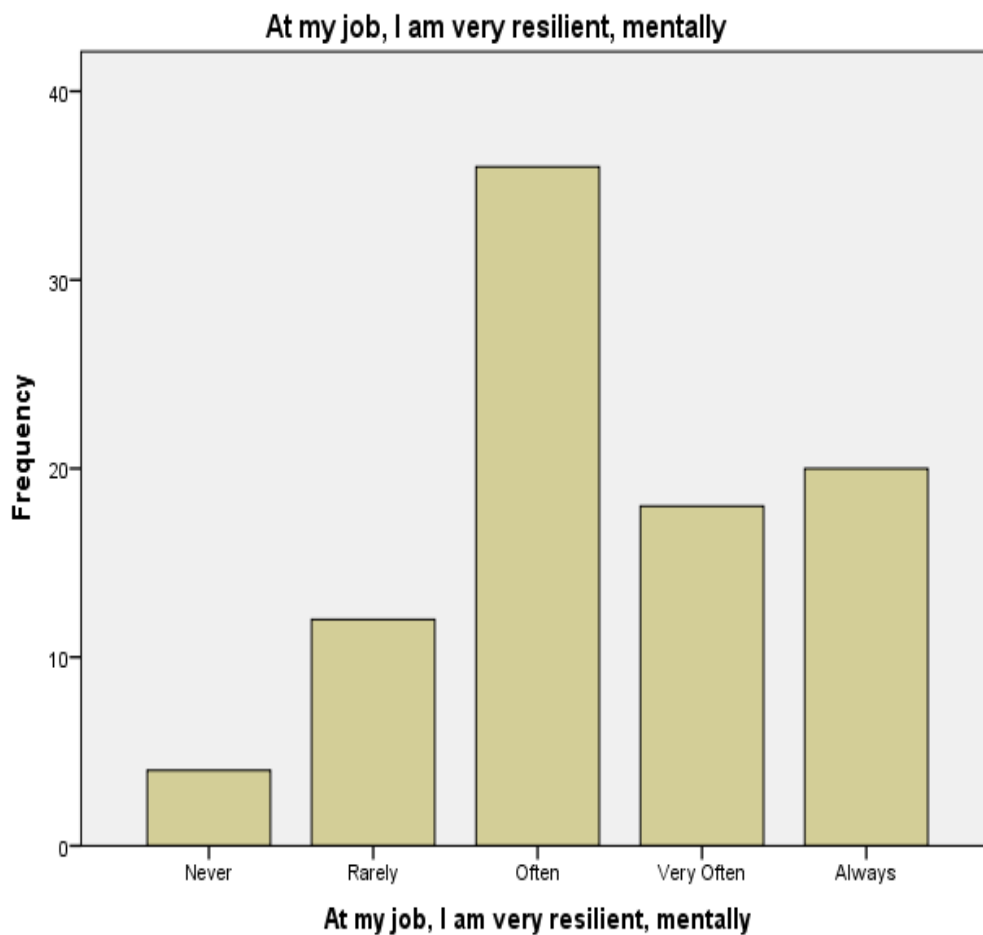
INTERPRETATION:

Based on the above data, we understand that 44.4 percent Often, 20 percent Very Often, 20 percent Always, 11.1 percent Rarely, 4.4 percent Never, feel that they carried away while they are doing their work in ZOHO Corporation.

Table 4.20: Table showing Work Engagement dimensions on my job, I am very resilient, mentally

Response	Frequency	Percent
Never	5	4.4
Rarely	16	13.3
Often	48	40.0
Very Often	24	20.0
Always	27	22.2
Total	120	100.0

Chart 4.20: At my job, I am very resilient, mentally



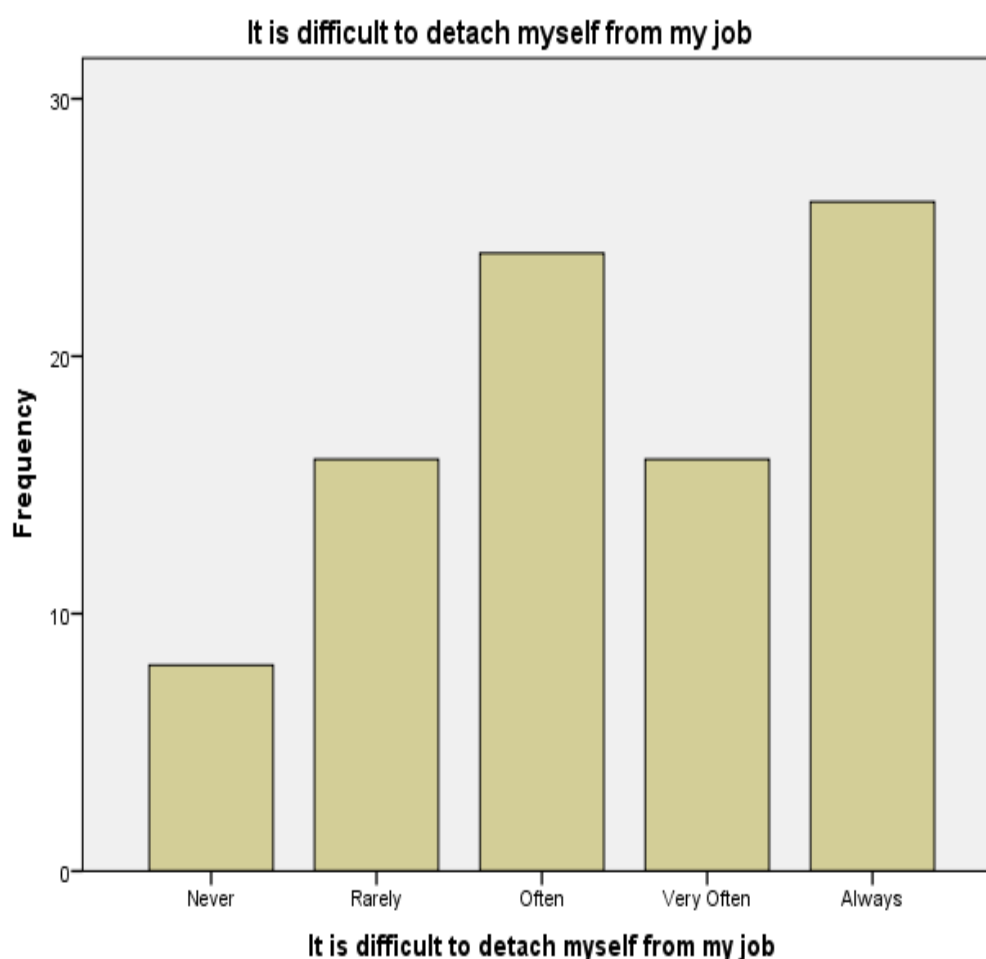
INTERPRETATION:

Based on the above data, we understand that 40 percent Often, 20 percent Very Often, 22.2 percent Always, 13.3 percent Rarely, 4.4 percent Never, feel that they are very resilient mentally at their job in ZOHO Corporation.

Table 4.21: Table showing Work Engagement dimensions on It is difficult to detach myself from my job

Response	Frequency	Percent
Never	11	8.9
Rarely	21	17.8
Often	32	26.7
Very Often	21	17.8
Always	35	28.9
Total	120	100.0

Chart 4.21: It is difficult to detach myself from my job



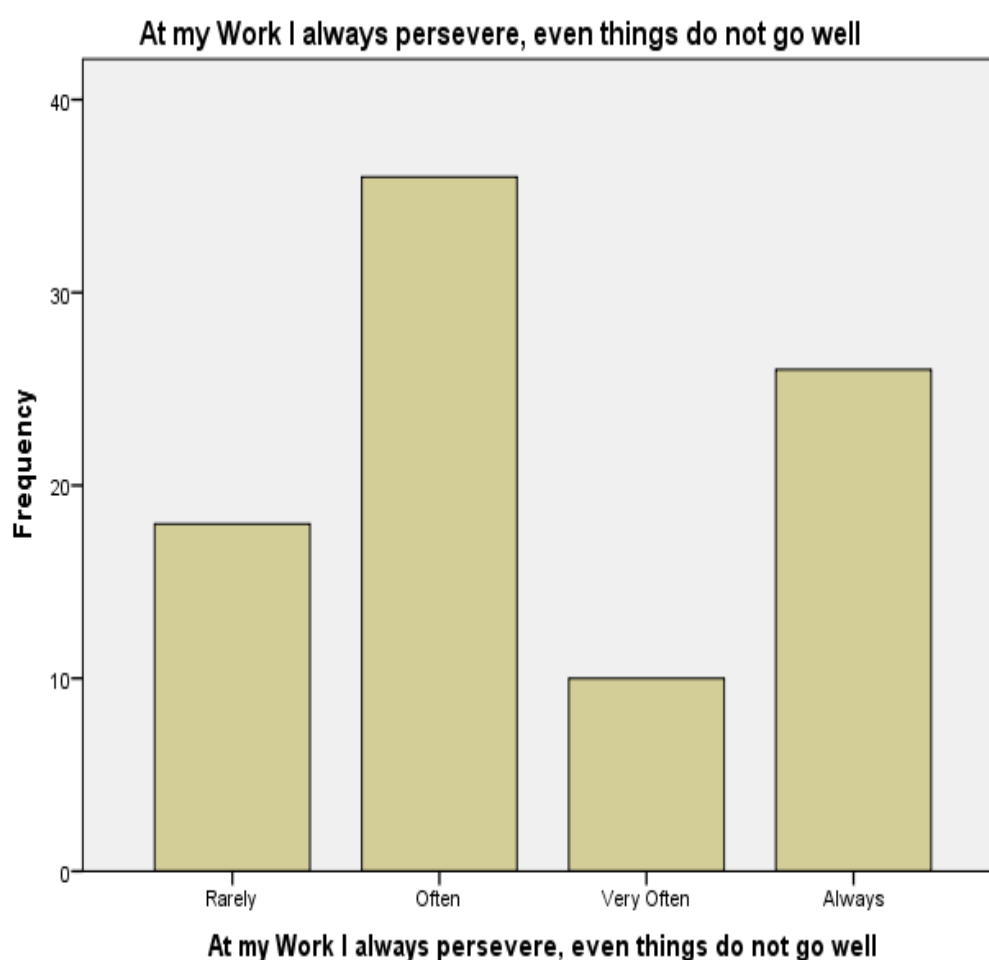
INTERPRETATION:

Based on the above data, we understand that 28.9 percent Always, 26.7 percent Often, 17.8 percent Very Often, 17.8 percent Rarely, 8.9 percent Never, feel that Is difficult to detach themselves from their job in ZOHO Corporation.

Table 4.22: Table showing Work Engagement dimensions on At my Work I always persevere, even things do not go well

Response	Frequency	Percent
Rarely	24	20.0
Often	48	40.0
Very Often	13	11.1
Always	35	28.9
Total	120	100.0

Chart 4.22: At my Work I always persevere, even things do not go well



INTERPRETATION:

Based on the above data, we understand that 40 percent Often, 28.9 percent Always, 20 percent Rarely, 11.1 percent Very Often, feel that they persevere the things those even do not go well at work in ZOHO Corporation.

Table 4.23: Table showing One way ANOVA of Work Engagement dimensions on Age groups

Age Group:

H0: There is no significant difference between Age group on job satisfaction, commitment and mental resilience of the employees.

H1: There is a significant difference between Age group on job satisfaction, commitment and mental resilience of the employees.

Table 4.23: Age

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Work Engagement - Satisfaction	Between Groups	3.842	2	1.921	3.663	.030
	Within Groups	45.620	87	.524		
	Total	49.462	89			
Work Engagement – Commitment	Between Groups	1.738	2	.869	1.188	.310
	Within Groups	63.638	87	.731		
	Total	65.376	89			
Work Engagement – Mental Resilience	Between Groups	6.473	2	3.237	7.360	.001
	Within Groups	38.260	87	.440		
	Total	44.733	89			

Interpretation:

- Since the significance value of Satisfaction in Work Engagement is 0.030, that is <0.05 so the null hypothesis is Rejected, alternate H1 is Accepted. Hence, there is a significant difference between the age group on work engagement of satisfaction.
- Since the significance value of commitment in Work Engagement is 0.310, that is >0.05 so the null hypothesis is Accepted, alternate H1 is Rejected. Hence, there is no significant difference between the age group on work engagement of commitment.

- Since the significance value of mental resilience in Work Engagement is 0.001, that is <0.05 so the null hypothesis is Rejected, alternate H1 is Accepted. Hence, there is a significant difference between the age group on work engagement of Mental resilience.

Table 4.24: Table showing One way ANOVA of Work Engagement dimensions on Educational Qualification

Educational Qualification

H0: There is no significant difference between Educational Qualification on job satisfaction, commitment and mental resilience of the employees. .

H1: There is a significant difference between Educational Qualification on job satisfaction, commitment and mental resilience of the employees.

Table 4.24: Educational Qualification

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Work Engagement – Satisfaction	Between Groups	4.585	3	1.528	2.929	.038
	Within Groups	44.876	86	.522		
	Total	49.462	89			
Work Engagement – Commitment	Between Groups	4.388	3	1.463	2.063	.111
	Within Groups	60.988	86	.709		
	Total	65.376	89			
Work Engagement – Mental Resilience	Between Groups	2.309	3	.770	1.560	.205
	Within Groups	42.424	86	.493		
	Total	44.733	89			

Interpretation:

- Since the significance value of satisfaction in Work Engagement is 0.038, that is <0.05 so the null hypothesis is Rejected, alternate H1 is Accepted. Hence, there is a significant difference between the Educational Qualification on work engagement of Vigor.

- Since the significance value of commitment in Work Engagement is 0.111, that is >0.05 so the null hypothesis is Accepted, alternate H1 is Rejected. Hence, there is no significant difference between the Educational Qualification on work engagement of Commitment.
- Since the significance value of mental resilience in Work Engagement is 0.205, that is >0.05 so the null hypothesis is Accepted, alternate H1 is Rejected. Hence, there is no significant difference between the Educational Qualification on work engagement of Mental resilience.

Table 4.25: Table showing One way ANOVA of Work Engagement dimensions on Monthly Income

Monthly Income:

H0: There is no significant difference between Monthly Income on job satisfaction, commitment and mental resilience of the employees.

H1: There is a significant difference between Monthly Income on job satisfaction, commitment and mental resilience of the employees.

Table 4.25: Monthly Income

		Sum of Squares	df	Mean Square	F	Sig.
Work Engagement – Satisfaction		2.234	3	.745	1.356	.262
	Within Groups	47.228	86	.549		
	Total	49.462	89			
Work Engagement – Commitment	Between Groups	.639	3	.213	.283	.838
	Within Groups	64.737	86	.753		
	Total	65.376	89			
Work Engagement – Mental Resilience	Between Groups	1.896	3	.632	1.269	.290
	Within Groups	42.837	86	.498		
	Total	44.733	89			

Interpretation:

- Since the significance value of satisfaction in Work Engagement is 0.262, that is >0.05 so the null hypothesis is Accepted, alternate H1 is Rejected. Hence, there is no significant difference between the Monthly Income on work engagement of satisfaction.
- Since the significance value of commitment in Work Engagement is 0.838, that is >0.05 so the null hypothesis is Accepted, alternate H1 is Rejected. Hence, there is no significant difference between the Monthly Income on work engagement of commitment.
- Since the significance value of Mental resilience in Work Engagement is 0.290, that is >0.05 so the null hypothesis is Accepted, alternate H1 is Rejected. Hence, there is no significant difference between the Monthly Income on work engagement of Mental resilience.

Table 4.26: Table showing T-Test of Work Engagement dimensions on Gender

Gender:

H0: Equal variance not Assumed between Gender on work engagement of Satisfaction, Mental resilience and Commitment.

H1: Equal variance Assumed between Gender on work engagement of Satisfaction, Mental resilience and Commitment.

Table 4.26: Gender

		Levene's Test for Equality of Variances		T	df	Sig. (2- tailed)
		F	Sig.			
Work Engagement - Satisfaction	Equal variances assumed	.461	.499	3.125	88	.002
	Equal variances not assumed			3.117	85.7 46	.002
Work Engagement – Commitment	Equal variances assumed	.175	.677	.944	88	.348
	Equal variances not assumed			.943	86.6 83	.349
Work Engagement – Mental Resilience	Equal variances assumed	1.739	.191	2.806	88	.006
	Equal variances not assumed			2.792	82.5 87	.006

Interpretation:

- Since the significance value of Leven's test for Equality of Variances is 0.499, that is >0.05 so Equal variance Assumed, T-Test for Satisfaction in Work Engagement is 0.002, that is <0.05 , so the Equal variance not Assumed between Gender on work engagement of Satisfaction.
- Since the significance of Leven's test for Equality of Variances is 0.677, that is >0.05 so Equal variance Assumed, T-Test for Commitment in Work Engagement is 0.348, that is >0.05 , so the Equal variance Assumed between Gender on work engagement of Commitment.
- Since the significance of Leven's test for Equality of Variances is 0.191, that is >0.05 so Equal variance Assumed, T-Test for Mental resilience in

Work Engagement is 0.006, that is <0.05 , so the Equal variance not Assumed between Gender on work engagement of Mental resilience.

Table 4.27: Table showing T-Test of Work Engagement dimensions on Marital Status

Marital Status:

H0: Equal variance not Assumed between Marital Status on work engagement of Satisfaction, Mental resilience and Commitment.

H1: Equal variance Assumed between Marital Status on work engagement of Satisfaction, Mental resilience and Commitment.

Table 4.27: Marital Status

		Levene's Test for Equality of Variances				
		F	Sig.	t	df	Sig. (2-tailed)
Work Engagement – Satisfaction	Equal variances assumed	.235	.629	-2.065	88	.042
	Equal variances not assumed			-2.468	6.129	.048
Work Engagement – Commitment	Equal variances assumed	4.387	.039	-.708	88	.481
	Equal variances not assumed			-1.193	7.728	.268
Work Engagement – Mental Resilience	Equal variances assumed	.875	.352	-.316	88	.753
	Equal variances not assumed			-.409	6.365	.696

Interpretation:

- Since the significance value of Leven's test for Equality of Variances is 0.629, that is >0.05 so Equal variance Assumed, T-Test for Satisfaction

in Work Engagement is 0.042, that is <0.05 , so the Equal variance not Assumed between Gender on work engagement of Satisfaction.

- Since the significance of Leven's test for Equality of Variances is 0.039, that is <0.05 so Equal variance Not Assumed, T-Test for Commitment in Work Engagement is 0.481, that is >0.05 , so the Equal variance Assumed between Gender on work engagement of Commitment.
- Since the significance of Leven's test for Equality of Variances is 0.352, that is >0.05 so Equal variance Assumed, T-Test for Mental resilience in Work Engagement is 0.753, that is >0.05 , so the Equal variance Assumed between Gender on work engagement of Mental resilience.

CHAPTER V

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

The following are the findings from the study:

- 33.3 percent Rarely, 31.1 percent Often, 22.2 percent Always, 11.1 percent Very Often, 2.2 percent Never, feel bursting with energy at workplace.
- 37.8 percent Always, 33.3 percent Often, 13.3 percent Very Often, 11.1 percent Rarely, 4.4 percent Never, found the work that they do is meaning and purpose.
- 46.7 percent Always, 13.3 percent Often, 28.9 percent Very Often, 8.9 percent Rarely, 2.2 percent Never, felt that times flies when they are working.
- 40 percent Always, 24.4 percent Often, 20 percent Very Often, 11.1 percent Rarely, 4.4 percent Never, Employees felt that their job feel strong and satisfied.
- 42.2 percent Always, 17.8 percent Often, 26.7 percent Very Often, 13.3 percent Rarely, felt that they feel enthusiastic about their job.
- 35.6 percent Very Often, 24.4 percent Often, 15.6 percent Always, 17.8 percent Rarely, 6.7 percent Never, felt that they were not forget everything that was happening around them when they are working.
- 55.6 percent Always, 20 percent Often, 11.1 percent Very Often, 8.9 percent Rarely, 4.4 percent Never, felt that their work inspires them.
- 33.3 percent Always, 20 percent Very Often, 17.8 percent Often, 20 percent Rarely, 8.9 percent Never, feel that they feel like going to work when they get up early in the morning.
- 48.9 percent Always, 26.7 percent Very Often, 13.3 percent Often, 6.7 percent Rarely, 4.4 percent Never, feel happy when they are working intensely in work.
- 57.8 percent Always, 24.4 percent Very Often, 8.9 percent Often, 8.9 percent Rarely, 0 percent Never, feel that they are proud of their work which they do.

- 51.1 percent Always, 20 percent Very Often, 20 percent Often, 8.9 percent Rarely, 0 percent Never, feel that they are Immersed of their work which they do.
- 26.7 percent Often, 24.4 percent Very Often, 22.2 percent Always, 22.2 percent Rarely, 4.4 percent Never, feel that they can continue working for very long periods at a time.
- 44.4 percent Always, 20 percent Often, 15.6 percent Very Often, 13.3 percent Rarely, 6.7 percent Never, feel that their job was challenging to them.
- 44.4 percent Often, 20 percent Very Often, 20 percent Always, 11.1 percent Rarely, 4.4 percent Never, feel that they carried away while they are doing their work.
- 40 percent Often, 20 percent Very Often, 22.2 percent Always, 13.3 percent Rarely, 4.4 percent Never, feel that they are very resilient mentally at their job.
- 28.9 percent Always, 26.7 percent Often, 17.8 percent Very Often, 17.8 percent Rarely, 8.9 percent Never, feel that Is difficult to detach themselves from their job.
- 40 percent Often, 28.9 percent Always, 20 percent Rarely, 11.1 percent Very Often, feel that they persevere the things those even do not go well at work.

These are the findings, that we can see assume how the employees feeling while they are working in the ZOHO Corporation.

5.2 SUGGESTIONS

In Work Engagement employees must work with enthusiastic and goal oriented, in which, Employees need to get motivated to feel energetic at their workplace there are very a smaller number of people are working vigorously.

Some employees don't feel their work purpose or meaning full for them they must give certain tasks which makes them to work.

Employees who are coming to spend the time in organization, they can do various tasks that are related to their work to feel their work much easy.

At work employees must feel strong for that the manager or leader should cherish them with more activities that they can feel freer to work

Some employees are always very much hardworking in their job what they are doing at that time they used to forget what happening around them, so they need to focus on their personal life.

Employees gets inspire from the work they are doing, and they always think that their work may help them in future.

When you have a good vibe in the morning then the whole day in the work you feel more enthusiastic and more committed to the work.

Employees should be strong mentally while doing or engaging with work, because small errors in their work may affect their own potential.

The significance test between groups shows how the employees are satisfaction, commitment and mentally resilient at their workplace.

The employees may progress day by day with their work that they are doing in the organization, and good rapport with the employees.

The test statistical tool from ANOVA and t-test represents the work engagement in employees are satisfaction, commitment and mentally resilient on the employees while they are working.

The employee's commitment towards their job may help them to grow much higher and achieve more in their career.

5.3 CONCLUSION

The study concludes that how employees are feeling while doing the work in the organization, Work engagement plays a major role in achieving the task within time span or within the time that manager allotted. In every organization, if the employees are engaged with the work with full potential, then the organization would be in the major position. The work engagement may help the employees in career development, getting rewards and to foster their communication effectively. In this, employees should look for challenging work

so that they will be motivated and helps them to improve their skills and they will feel that they can do more work.

In the work engagement the employee or employer should feel the work satisfaction, they need to maintain the certain aspects. They are like Leadership, if the leader is motivating at work, then the employees will be effective in achieving their task, Communication, in work the communication barrier may cost the employee recognition and effective work, Vision and Values, without proper vision and values no one can complete the work and Rewards and Recognition, in work engagement these two plays a major role and helps the employees keep motivated in doing any work.

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QUESTIONNAIRE

Age

- Below 20
- 20-30
- 30-40
- Above 40

Gender

- Male
- Female

Educational Qualification

- Graduate
- Postgraduate
- Professional
- Other

Monthly Income

- 25000-35000
- 35001-45000
- Above 45000
- Not to Mention

Marital status

- Single
- Married

1-Never, 2-Rarely, 3-Often, 4-very Often, 5-Always						
Que.No	Questions	1	2	3	4	5
6	At Zoho, I feel Bursting with Energy					
7	I find the work that I do full of meaning and purpose					
8	Time flies when I am Working in Zoho					
9	At Zoho, I feel Strong and satisfied					
10	I am enthusiastic about my job in Zoho					
11	When I am working in Zoho, I forget everything else around me					
12	My job in Zoho inspires me					
13	When I get up early in the Morning, I feel like Going to Work at Zoho					
14	I feel happy when I am working Intensely					
15	I am proud on the work that I do in Zoho					
16	I am immersed on my work in Zoho					
17	I can continue working for very long periods at a time in Zoho					
18	To me, my job is challenging in Zoho					
19	I get carried away when I am working in Zoho					
20	At my job in Zoho, I am very resilient, mentally					
21	It is difficult to detach myself from my job in Zoho					
22	At my Work I always persevere, even things do not go well					

ANNEXURE I-RESEARCH ARTICLE

A Study on Work Engagement in ZOHO Corporation

Dr. J. RANI, MBA, M.PHIL., PH. D

School of management studies, Sathyabama Institute of Science and Technology
Chennai,

Mr. HABEEB SAJIDEEN. A. R, Student

School of management studies, Sathyabama Institute of Science and Technology
Chennai,

habeebwazzah@gmail.com

ABSTRACT

This study attempts to gather and present the opinion of the employees regarding Work Engagement in ZOHO Corporation. Covenant Consultants was chosen to undertake the study on Work Engagement of employees across age, gender, education, experience, salary range and marital status. This study will be able to give a glimpse of the various factors responsible for proposition and techniques used to minimise. The main objective of this research is to identify the Work Engagement of the employees in the organization. To identify respondents for managing their physical and mental perception towards organization.

INTRODUCTION

Work Engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values.

OBJECTIVES

The following are the objectives of the study:

- To analyze the employee's satisfaction with their job roles.
- To analyze the extent to which the employees are committed to their job.

- To analyze the mental resilience of the employees

NEED FOR STUDY

Work Engagement can help your cause marketing, better engagement means better utility, engaged employees are likely to quit, engaged employees are positive, employees feel satisfied when they are engaged, engaged employees are more philanthropically minded, engaged employees are better communicators, engaged employees are more creative, engaged employees are more productive because their job enables them to use their strengths. Employees be recognized for their contributions, and they see opportunities for professional growth. Engaged employees are foster innovation because they know their opinion matters. Employees enjoy going to work, employees work environment is predictable, stable, and engaged.

SCOPE OF THE STUDY

Scope of the study is widened to an extent of taking up Work Engagement. In fact, this study has given me an opportunity of interacting various peoples at various levels which made me to groom within the organization culture. This study is confined to bunch of practices; hence, it is a complete test to identify the factors contribute for the organizational success, which made the scope so widened and new to approach. Though study is limited to 60 days, it has given vast scope and a feel of live environment.

REVIEW OF LITERATURE

Sofiah & Kurniawan (2019) proved that Work Engagement can be influenced by several factors, including self-efficacy.

Alqarni, (2016) found that other findings show that a good quality of work-life increases Work Engagement with their work.

Farndale & Murrer, (2015); Shuck & Wollard, (2010) stated that this sense of engagement is a cognitive, emotional, and behavioural condition of the individual directed towards organizational goals.

RESEARCH METHODOLOGY

SOURCE OF DATA

Questionnaire method have been used as a tool for a data collection in this research. Hence the data collected is a primary data.

SAMPLE SIZE

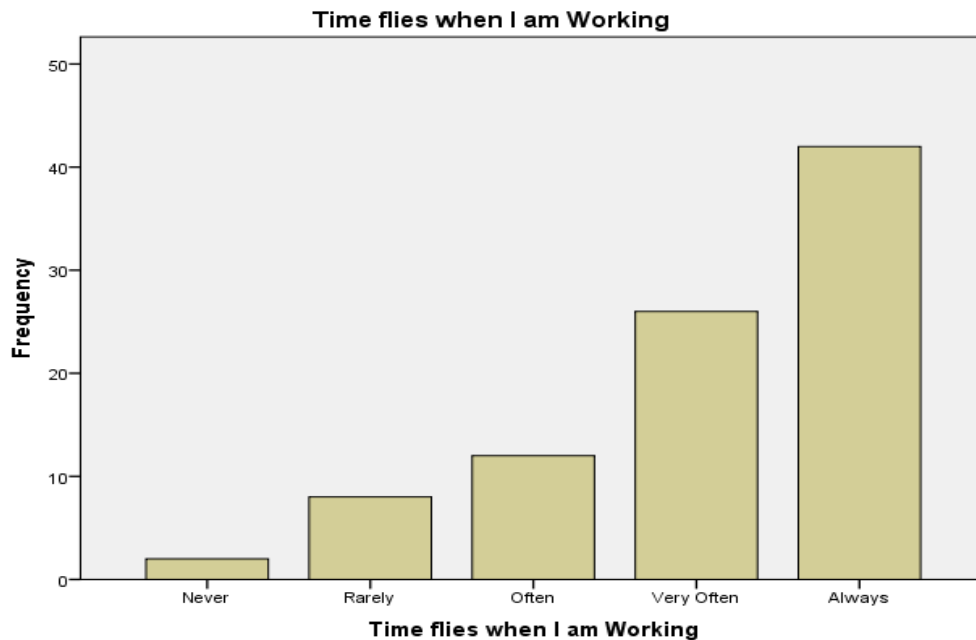
The respondents of this study considered were the people who are the Employee of the organization who are working in ZOHO Corp Chennai. The sample size of the study is 120.

DATA ANALYSIS

Table showing Work Engagement dimensions on Time flies when they are Working

RESPONSE	FREQUENCY	PERCENT
Never	3	2.2
Rarely	11	8.9
Often	16	13.3
Very Often	35	28.9
Always	55	46.7
Total	120	100

Chart showing Time flies when they are Working



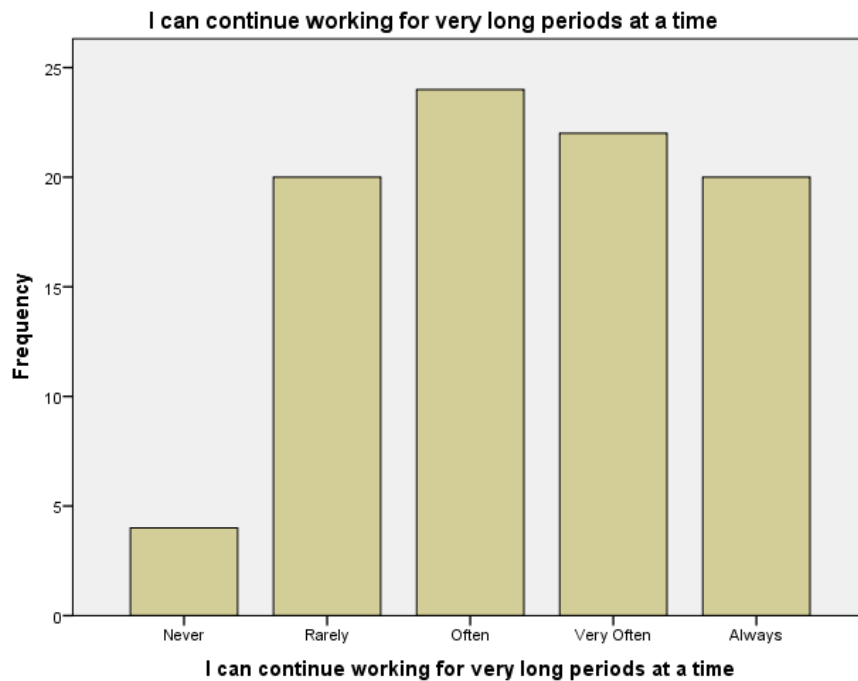
Interpretation:

From the above data, we understand that 46.7 percent Always, 13.3 percent Often, 28.9 percent Very Often, 8.9 percent Rarely, 2.2 percent Never, felt that times flies when they are working ZOHO Corporation.

Table showing Work Engagement dimensions on I can continue working for very long periods at a time

Response	Frequency	Percent
Never	5	4.4
Rarely	27	22.2
Often	32	26.7
Very Often	29	24.4
Always	27	22.2
Total	120	100.0

Chart showing that the respondents can continue working for very long periods at a time



Interpretation:

Based on the above data, we understand that 26.7 percent Often, 24.4 percent Very Often, 22.2 percent Always, 22.2 percent Rarely, 4.4 percent Never, feel that they can continue working for very long periods at a time in ZOHO Corporation.

Table showing One way ANOVA of Work Engagement dimensions on Monthly Income

Monthly Income:

H0: There is no significant difference between Monthly Income on job satisfaction, commitment and mental resilience of the employees.

H1: There is a significant difference between Monthly Income on job satisfaction, commitment and mental resilience of the employees.

		Sum of Squares	df	Mean Square	F	Sig.
Work Engagement – Satisfaction	Between Groups	2.234	3	.745	1.356	.262
	Within Groups	47.228	86	.549		
	Total	49.462	89			
Work Engagement – Commitment	Between Groups	.639	3	.213	.283	.838
	Within Groups	64.737	86	.753		
	Total	65.376	89			
Work Engagement – Mental Resilience	Between Groups	1.896	3	.632	1.269	.290
	Within Groups	42.837	86	.498		
	Total	44.733	89			

Interpretation:

- Since the significance value of satisfaction in Work Engagement is 0.262, that is >0.05 so the null hypothesis is Accepted, alternate H1 is Rejected. Hence, there is no significant difference between the Monthly Income on work engagement of satisfaction.
- Since the significance value of commitment in Work Engagement is 0.838, that is >0.05 so the null hypothesis is Accepted, alternate H1 is Rejected. Hence, there is no significant difference between the Monthly Income on work engagement of commitment.
- Since the significance value of Mental resilience in Work Engagement is 0.290, that is >0.05 so the null hypothesis is Accepted, alternate H1 is Rejected. Hence, there is no significant difference between the Monthly Income on work engagement of Mental resilience.

Table showing T-Test of Work Engagement dimensions on Gender

Gender:

H0: Equal variance not Assumed between Gender on work engagement of Satisfaction, Mental resilience and Commitment.

H1: Equal variance Assumed between Gender on work engagement of Satisfaction, Mental resilience and Commitment.

		Levene's Test for Equality of Variances		T	df	Sig. (2-tailed)
		F	Sig.			
Work Engagement - Satisfaction	Equal variances assumed	.461	.499	3.125	88	.002
	Equal variances not assumed			3.117	85.746	.002
Work Engagement – Commitment	Equal variances assumed	.175	.677	.944	88	.348
	Equal variances not assumed			.943	86.683	.349
Work Engagement – Mental Resilience	Equal variances assumed	1.739	.191	2.806	88	.006
	Equal variances not assumed			2.792	82.587	.006

Interpretation:

- Since the significance value of Leven's test for Equality of Variances is 0.499, that is >0.05 so Equal variance Assumed, T-Test for Satisfaction in Work Engagement is 0.002, that is <0.05 , so the Equal variance not Assumed between Gender on work engagement of Satisfaction.
- Since the significance of Leven's test for Equality of Variances is 0.677, that is >0.05 so Equal variance Assumed, T-Test for Commitment in Work Engagement is 0.348, that is >0.05 , so the Equal variance Assumed between Gender on work engagement of Commitment.
- Since the significance of Leven's test for Equality of Variances is 0.191, that is >0.05 so Equal variance Assumed, T-Test for Mental resilience in Work Engagement is 0.006, that is <0.05 , so the Equal variance not Assumed between Gender on work engagement of Mental resilience.

FINDINGS

- 37.8 percent Always, 33.3 percent Often, 13.3 percent Very Often, 11.1 percent Rarely, 4.4 percent Never, found the work that they do is meaning and purpose.
- 26.7 percent Often, 24.4 percent Very Often, 22.2 percent Always, 22.2 percent Rarely, 4.4 percent Never, feel that they can continue working for very long periods at a time.
- Since the significance value of satisfaction in Work Engagement is 0.262, that is >0.05 so the null hypothesis is Accepted, alternate H1 is Rejected. Hence, there is no significant difference between the Monthly Income on work engagement of satisfaction.
- Since the significance value of commitment in Work Engagement is 0.838, that is >0.05 so the null hypothesis is Accepted, alternate H1 is Rejected. Hence, there is no significant difference between the Monthly Income on work engagement of commitment.
- Since the significance value of Mental resilience in Work Engagement is 0.290, that is >0.05 so the null hypothesis is Accepted, alternate H1 is Rejected. Hence, there is no significant difference between the Monthly Income on work engagement of Mental resilience.
- Since the significance value of Leven's test for Equality of Variances is 0.499, that is >0.05 so Equal variance Assumed, T-Test for Satisfaction in Work Engagement is 0.002, that is <0.05 , so the Equal variance not Assumed between Gender on work engagement of Satisfaction.
- Since the significance of Leven's test for Equality of Variances is 0.677, that is >0.05 so Equal variance Assumed, T-Test for Commitment in Work Engagement is 0.348, that is >0.05 , so the Equal variance Assumed between Gender on work engagement of Commitment.
- Since the significance of Leven's test for Equality of Variances is 0.191, that is >0.05 so Equal variance Assumed, T-Test for Mental resilience in Work Engagement is 0.006, that is <0.05 , so the Equal variance not Assumed between Gender on work engagement of Mental resilience.

CONCLUSION

The study concludes that how employees are feeling while doing the work in the organization, Work engagement plays a major role in achieving the task within time span or within the time that manager allotted. In every organization, if the employees are engaged with the work with full potential, then the organization would be in the major position. The work engagement may help the employees in career development, getting rewards and to foster their communication effectively. In this, employees should look for challenging work so that they will be motivated and helps them to improve their skills and they will feel that they can do more work.

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