

A STUDY ON ENGAGEMENT LEVEL AMONG THE EMPLOYEES AT DHL EXPRESS, CHENNAI

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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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

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MAY 2023



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **KARAN. S (41410160)** who carried out the project entitled "**A STUDY ON ENGAGEMENT LEVEL AMONG THE EMPLOYEES AT DHL EXPRESS, CHENNAI**" under my supervision from January 2023 to March 2023.

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DECLARATION

I **KARAN. S (41410160)** hereby declare that the Project Report entitled “**A STUDY ON ENGAGEMENT LEVEL AMONG THE EMPLOYEES AT DHL EXPRESS, CHENNAI**” done by me under the guidance of **Dr. K. Santhanalaximi.**, is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:06/05/2023

PLACE: Chennai

A handwritten signature in black ink, appearing to read 'Karan S', with a horizontal line underneath.

KARAN. S

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KARAN.S

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ABSTRACT:

Employee Engagement is the buzz word term for employee communication. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts organizations in many ways. HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the about work experience and how he or she is treated in the organization. Engagement differs from job in as it is concerned more with how the individual employees his/her self during the performance of his or her job. The aim of this paper is to present the importance, effect of employee engagement in the manufacturing sector, examined from a mid-size company's point of view, where they are manufacturing sheet metal press components. The study has been carried out in a company located near Chennai (July 2011) on a convenience sample of 150 respondents through the distribution of structured Questionnaires to employees of the company. The study has found the satisfactory level of the employees regarding various factors related to their commitment towards their company. In general, there is a positive attitude has been found among employees and they are actively engaged towards their company.

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CHAPTER 1 – INTRODUCTION

1.1 INTRODUCTION

Employee Engagement

Employee 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.

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. Employee engagement is not the same as employee satisfaction.

Employee engagement is a property of the relationship between an organization and its employees. An "engaged employee" is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests.

Definitions

William Kahn provided the first formal definition of personal engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances

In 1993, Schmidt et al. proposed a bridge between the pre-existing concept of 'job satisfaction' and employee engagement with the definition: "an employee's involvement with, commitment to, and satisfaction with work. Employee engagement is a part of employee retention." This definition integrates the classic constructs of job satisfaction (Smith et al., 1969), and organizational commitment (Meyer & Allen, 1991).

1.2. INDUSTRY PROFILE

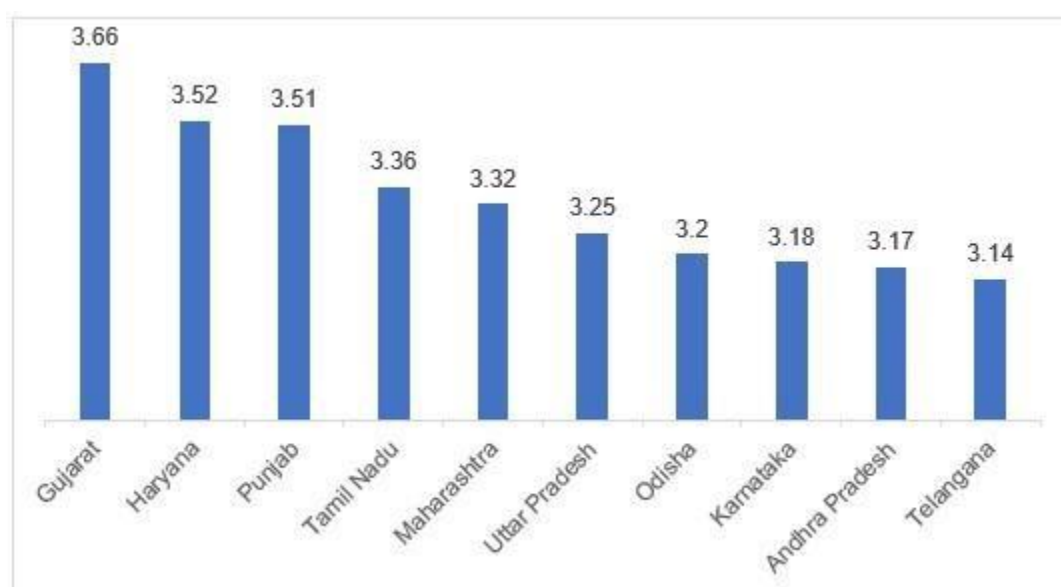
Logistics is essential for the economy of a country. It pertains to the general method of controlling how resources are obtained, housed, and delivered to their ultimate location. Determining the efficiency and accessibility of potential distributors and suppliers is part of logistics management. It is a differentiating sector that can largely affect any country's exports, thereby adding a significant competitive edge, with the underlying assumption of a robust logistics sector. The logistics industry comprises all supply chain activities, mainly transportation, inventory management, flow of information and customer service. It determines the success of not only the country's supply chain but also influences it on a global scale. The effectiveness of logistics helps to determine the degree of ability that enterprises can keep up with demand.

Overview of India's Logistics Sector India's logistics are estimated to account for about 14.4% of GDP. More than 22 million people rely on it for their income. The Department of Commerce's logistics division for India was established on 7th July 2017 and was given the responsibility of the Integrated Development of Logistics Sector. The Special Secretary to the Government of India is at the helm of the division and has been assigned the responsibility for the development of an action plan to facilitate the overall development of the logistics sector through policy changes, procedure improvements, identification of bottlenecks and gaps, and adoption of technology. Overall, India's logistics sector consists of 37 export promotion councils, 40 Participating Government Agencies (PGAs), 20 government agencies, 10,000 commodities and 500 certifications.

In 2019, the Indian logistics sector was valued at Rs. 15.1 lakh crore (US\$ 190 billion). The unorganized sector amounts to 99% of the logistics sector that includes owners of less than five trucks, brokers or transport companies' affiliates, small-scale warehouse owners, customs brokers and freight forwarders, among others. The global indices reflect the progress and developments in trade-related logistics over the years. The development of the logistics sector is also reflected by the fact that India scored 90.3% in the United UNESCAP's Global Survey on Digital and Sustainable Trade Facilitation conducted in 2021, which is an exceptional improvement from the score it secured in 2019 of 78.5%, brought about by gains in the scores of five important

indicators. The score has shown a consistent improvement, with scores of 63.4% and 67.7% secured in 2015 and 2017, respectively.

LEADS 2021 Overall State-wise Rankings (Top 10)



Source: Ministry of Commerce and Industry

Government's Role Towards the Development of the Logistics Sector

The government has initiated various steps to boost the logistics sector, such as follows:

- **National Logistics Policy:** The government has planned to release the National Logistics Policy. The planning of the strategy involved detailed conversations on the supply and demand sides with all central ministries and takes a broad view of the sectors defining precise action points. The proposed policy's objective is to boost the nation's economy and corporate competitiveness by establishing an integrated, seamless, effective, dependable, green, sustainable and cost-efficient logistics network that makes use of best-in-class tools, procedures and qualified personnel. The policy aims to reduce the logistics cost, which stands at 14% of GDP to 9-10%. The strategy will establish a single-window e-logistics market and emphasize developing skills, competitiveness and employment for MSMEs.

- **National Logistics Law:** A national logistics law has been drafted and is under consultation. Through a unified legal framework for the paradigm of One Nation, One Contract, it would support the One Nation, One Market objective and provide a flexible regulatory environment (single bill of lading across modes). The law's provisions will make it possible to assign a distinct logistics account number in place of cumbersome registration processes.
- **Logistics Master Plan:** This initiative is in the works which takes a geographical strategy as opposed to an industry approach. Several projects and activities will be integrated into the plan to expand the mix of intermodal and/or multimodal transportation. Coordinated construction of relevant infrastructure (gas and utility pipelines, optical fiber cable networks) is planned to prevent problems in the future. An Inter-Ministerial Committee will be used to supervise the master plan's execution. The state and local logistics strategies will be created in coordination and cooperation with the federal plans.
- **National Multimodal Facilities and Warehousing:** In order to promote intermodal and Multimodal Logistics Parks (MMLPs) as a separate class of infrastructure and to encourage efforts with a national registry of multimodal facilities to enable price discovery, ensure optimal utilization, and support planned development, the National Grid of Logistics Parks and Terminals is being planned. Furthermore, the government has begun to devise certain standards and guidelines that will be implemented for the development of warehousing. The government plans to optimize procedures for obtaining clearances that make the procedure of establishing warehouses more efficient, along with setting up a system for rating and certifying those warehouses for excellence.
- The logistics division has designed a digitization initiative to provide an integrated IT foundation that would boost productivity, reduce wasteful travel and provide a slick user experience. The standards for the National Logistics Platform (iLOG) are currently being finalized in conjunction with the Ministry of Electronics and Information Technology (MEiTY). The iLOG will work to integrate a single platform for the various IT solutions that have been developed by various stakeholders, including logistics service providers, purchasers, and central and state government agencies such as customs, Directorate General of Foreign Trade (DGFT), railways, ports, airports, inland waterways, and coastal shipping.

- **National Logistics Workforce Strategy:** For the integrated skill development of professionals in the logistics sector, the government is developing a national logistics workforce strategy. Building on the framework of skill development centers already in place, which are currently based on modes of transportation, it is planned to enable cross-sectoral exchange of ideas and best practices as well as create a workforce of professionals who will be the primary force behind the development of logistics in the nation. The approaches include a coordinated effort to analyses and address present and future skill needs, mainstreaming logistics education and training in regular formal education from school through post-graduate level, and introduction of a Certified Logistics Professional (CLP) scheme, and to incentivize the engagement of such professionals. The Driver Employment and Empowerment Programme is one of the strategies, and it aims to lower logistics costs by making truck driving a desired career due to the severe scarcity of truck drivers.

RoadAhead

The initiatives taken by the government will lead to the progress of the logistics sector. The integration in the form of a multi modal network of transport and warehousing will lead to increased efficiency in the transportation and storage of goods throughout the country. By focusing on the digital aspect, the government's aim is to upgrade the existing system that will lead to faster, better communication with fewer errors that will benefit the sector significantly. The plan has a strong monitor system with periodic audits in order to check the implementation of policies and application of required corrective measures. With the initiatives, India intends to raise its ranking in the Logistics Performance Index to 25 and cut bring down the logistics cost from 13% to 8% of GDP, leading to a reduction of approximately 40%, within the next five years. These goals were set by the National Logistics Policy. This would guarantee the logistics industry acts as a growth engine and a major factor in upgrading India to a US\$ 5 trillion economy.

1.3. COMPANY PROFILE

DHL is the leading global brand in the logistics industry. Our divisions offer an unrivalled portfolio of logistics services ranging from national and international parcel delivery, e-commerce shipping and fulfillment solutions, international express, road, air and ocean transport to industrial supply chain management.

When Adrian Dalsey, Larry Hillblom and Robert Lynn founded DHL in 1969, they did not know they would revolutionize the world of logistics. Today, DHL is the world's leading logistics company. Our 380,000 people in over 220 countries and territories work every day to help you cross borders, reach new markets and grow your business. Or simply send a letter to your loved ones.

DHL VISION

We have always been revolutionizing, shaping, and simplifying the world of logistics. From inventing the international air express industry to becoming the world's leading logistics company; we are thinkers, makers and pioneers that constantly challenge what is possible. And now we are tackling the ultimate border: delivering to the moon.

As the world's leading logistics company, we have a responsibility to set an example in our industry and be a sustainability leader. That means **reducing our carbon footprint** and **setting the highest social and governance standards**. Over the years, we have repeatedly redefined logistics, from pioneering the first green logistics product to becoming the first logistics company to commit to a zero-emissions target. Today we offer the most comprehensive portfolio of green logistics solutions in the industry.

But we can make an even greater impact when we **join forces with you**. Together with many customers, we have introduced innovative green logistics solutions to make their supply chains more sustainable and help them achieve their environmental targets.

Sustainability is our responsibility – the decisions we make today can make a positive impact on tomorrow. Discover how our green logistics products and solutions can minimize your carbon emissions without compromising your supply chain.

1.4. STATEMENT OF THE PROBLEM:

In today's competitive world where every organization is trying to gain maximum results & employees especially the youth looking for opportunities to fulfill their demands the retention of an individual in an organization is not for long & without the employees, an organization cannot function well. It's important to understand the various problems an organization faces in order to maintain the employees & use methods to overcome these problems & retain employees in the organization.

1.5. OBJECTIVE OF THE STUDY:

PRIMARY OBJECTIVE

- To study the employee engagement level at DHL Express (I) Pvt Ltd.

SECONDARY OBJECTIVES

1. To understand the concept of Employee Engagement.
2. To analyze the factors influencing the employee commitment & involvement towards organization.
3. To analyze the relationship between the employee engagement and their job satisfaction.
4. To improve workplace condition that drive engagement.

1.6. NEED FOR THE STUDY

1. The engaged employee is the lifelong asset for each and every organization in all over the world, So every organization is obligated to facilitate employee engagement program in terms of opportunity to move up the organization ladder, given the authority to the employer and employee to use their ability to create the condition that promote employee engagement and treat the employees as the loyal employees.
2. HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the work experience and how he or she is treated in the organization.
3. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company.

4. There will always be people who never give their best efforts no matter how hard HR and line managers try to engage them. “But for the most part employees want to commit to companies because doing so satisfies a powerful and a basic need in connect with and contribute to something significant”.

1.7. SCOPE OF THE STUDY

This will help to reduce the attrition and to increase the productivity and profit. It will examine and focus on how to make the employee more engaged and committed towards the organizational growth.

1.8. LIMITATIONS OF THE STUDY:

- Time is very short for research, so this is very difficult to get the knowledge about everything.
- Since the filling of questionnaire need special attention so may be the employees are less interested in entertaining.
- The information was collected through the questionnaire is subject to willingness of the respondent to respond.

CHAPTER 2 – REVIEW OF LITERATURE

2.1. REVIEW OF LITERATURE

Anjum Tanwar, 2017 This study indicates that, Employee engagement is a relationship between the employee and the enterprise, an engaged employee is the one who is entirely engrossed in and ardent in their job, and so take constructive action to further the reputation and objectives of the organizations. The construct employee engagement is built on the foundation of concepts like organization citizenship behavior, employee commitment, and job satisfaction.

According to the Institute of Employment Studies (IES), employee engagement is defined as a positive attitude held by employees towards the organization and its values. Hewitt Associates defines ‘employee engagement’ as ‘the state in which the individuals are emotionally and intellectually committed to the organization’s goals. The Corporate Leadership Council (CLC) defines engagement as the extent of employees’ commitment, work effort, and desire to stay in an organization

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.

Bijaya Kumar Sundaray, 2011 This study focuses 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.

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.

Vipul Saxena & Rachana Srivastava, 2015 This study proves that Employee engagement is the level of involvement and commitment an employee has towards his/her organization and its values. It is a measure of an employee's positive or negative attitude towards their job, colleagues and organization which influences their willingness to learn and perform at work. Employee engagement has a direct impact on the employee's productivity, loyalty, commitment and less attrition.

Nadia Nazir & Shazia zamir, 2015 The objectives of study were to determine the relationship between organizational culture and employee's performance, the findings indicates that there is positive relationship between employee's performance and organizational culture and also indicate that there is no significant difference in responses between gender of employees regarding organizational culture and employee performance.

Parent, J. D., & Lovelace, K. J. 2015 This paper suggests that, through a supportive organizational culture, human adaptability to change can be increased. Culture is influenced largely by its management and its leaders. There is much evidence that the idea of positive psychology can be used to enhance employee engagement and change an organization's culture. Positive psychology can translate into benefits for companies, management and workers alike.

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.

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 affective-cognitive 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 well-known 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 critical concept.

Towers Perrin (2007 investigated and reported that those organizations with more engaged employees subsequently increased their operating income by 19% and earnings per share (EPS) by 28% annually.

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.

Mc. Bain 2006, According to him employee engagement is a modern concept, which defines employees' commitment, job satisfaction and involvement.

Robinson ,2006: According to him employee engagement can be attained through designing an organizational environment where positive emotions such as involvement and pride are encouraged, subsequently organizational performance improves, employee turnover reduces.

Mahendru et.al, 2006 defined Employee engagement is the extent to which people enjoy and believe in what they do, and feel valued by doing it. It is the degree of commitment towards the hub that an individual performs and until however long the individual remains with the organization as the results of their commitment.

Beckers et.al (2018)., in his study aims to find out the relationship between overtime and mental fatigue by considering work motivation ('engagement') and the quality of overtime work and studying theoretically derived subgroups. The data for the study was collected from a representative sample of the Dutch full-time workforce (N = 1,807). The prevalence of overtime work and the associations between overtime and job demands, job variety, decision latitude, fatigue, and work motivation ('engagement') was studied through descriptive statistics. The author found that a total of 67% of the respondents worked overtime (mean, 3.5 hours). Overtime workers appeared to be non-fatigued, motivated ('engaged') workers with favorable work characteristics. The study revealed no significant overtime-fatigue interaction. Moreover, the author concluded that the moderate overtime is common among Dutch workers, who seem to be happy workers with attractive jobs rather than fatigued employees.

Bakker & Demerouti (2020) in their study maintain that according to the Job Demands – Resources Model, work engagement has a positive impact on job performance and employees who are engaged and perform well are able to create their own resources, which then foster engagement again over time and create a positive gain spiral.

Schaufeli & Bakker (2017) that the besides organizational level outcomes employee engagement produces positive outcomes at the individual level also. Researchers showed that high levels of engagement are negatively related to burnout and positively associated with well-being of employees

Britt & Bartone (2016) reveal that the Employee engagement has also been found to bring benefits at the individual level. The study found that engagement in meaningful work can yield benefit from work.

Buchanan (2017) concluded that the employers attempt to convert as many employees to true believers as they can. Moreover, the study pointed that low engagement among employees translates in economic loss for the organization.

Buckingham & Coffman (2015) in his study found that the pay and benefits are equally important to every employee, good or bad. A company's pay should at least be comparable to the market average. However, bringing pay and benefits package up to market levels, which is a sensible first step, will not take a company very far- they are like tickets to the ballpark, they can get the company into the game, but can't help it win.

Baumruk et.al., (2019) state that the managers construct an environment friendly workplace that maximize the performance of employees and provide employees with a passion to work, thereby influencing the level of employee engagement of the employee. Moreover, the Opportunities for growth also enhance the level of engagement of the employees. Employees tend to stay with organizations, which are "talent friendly" and progressive (Towers, 2006).

Dharmendra & Naveen (2016) state that the paper aims to understand the basic concept of employee engagement and to study the different dimensions of employee engagement with the help of review of literature. The author in their study revealed that organizations need to communicate the importance of individual contribution to successful business outcomes. Moreover, it is also suggested that organizations must understand that CSR is a vital element to their employees. Furthermore, they need to consider the views of employees over how best to engage in CSR and well-being activities. Organizations therefore must develop such cultures where employees are not scared to offer upwards feedback and have open communication at all the levels

West (2005) argues that when individuals feel positive emotions, they're able to think during a more flexible, open-minded way and are likely to feel greater self-control, cope more effectively and be less defensive within the workplace.

Ram & Gantasala (2011) investigated the antecedents and consequences of employee engagement in Jordanian Industry.

Harter, Schmidt, and Hayes (2002), define engagement as "the individual's involvement and satisfaction in addition as enthusiasm for work".

Fleming & Asplund (2018) reveal that the employee engagement is the ability to capture the heads, hearts, and souls of your employees to instill an intrinsic desire and passion for excellence". Employee engagement is also considered in the context of organizational behavior. For example, Schaufeli et.al., (2002) defined engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence in the face of difficulties. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

Putting the humanistic factors together, Beer, Specter, Lawrence, Quinn-Mills and Walton (1984) created the 'Harvard Business School' model of HRM which focused on people in a company to be the key resource. Critical emphasis is being placed on human capital and Paula Ketter has aptly noted, "Engagement is all about creating a culture where people don't feel misused, overused, underused or abused." The term "engagement" stems from the work of Kahn (1990) who distinguished between being engaged and disengaged at work. Leister and Malsch (1998) view engagement because the opposite pole of burnout. They define engagement as an "energetic experience of involvement with personally fulfilling activities that enhance a staff member's sense of professional efficacy."

Consistent with May et al (2004) engagement is most closely related to the constructs of job involvement and 'flow'. Job involvement is defined as 'a cognitive or belief state of psychological identification. This differs from engagement therein its concerned more with how the individual employs him/her self during the performance of his/her job. Furthermore, whilst the main target of job involvement is on cognitions, engagement, consistent with most definitions, also encompasses emotions and behaviors.

Saks (2006) argues that organizational commitment also differs from engagement therein it refers to a person's attitude and attachment towards their organization, whilst it can be argued that engagement is not merely an attitude; it's the degree to which a private is conscious of their work and absorbed within the performance of their role. Additionally, while OCB involves voluntary and informal behavior's which will help co-workers and therefore the organisation, the main target of engagement is one's formal role performance instead of purely extra-role and voluntary behavior.

Consistent with Robinson (2006), employee engagement is not very difficult to achieve if the 14 organizations work on creating an environment which propagates encouraging factors like pride positive thoughts which directly has a strong relation with improved organizational performance, lower turnover, and better health.

Demovsek D 2008, Gallup (which is understood as authority on employee engagement) relates employee engagement to a positive employee's emotional attachment and employee's commitment. Thus the worker engagement make employees emotionally bonded to their organization and have a tendency them to become obsessed with their work and hence leads to improvement of employee retention.

Hemsley Fraser, (2008) Engagement can affect employees' attitudes, absence and turnover levels and various studies have demonstrated links with productivity, increasingly pointing to a high correlation with individual, group and organizational performance, a hit measured through the standard of customer experience and customer loyalty

As per Corporate Leadership Council report (2008) the highly engaged organizations have the potential to cut back the staff turnover by 87%, the disengaged are fourfold more likely leave organization than average employees. It absolutely was observed that the worker retentions will be improved by improving employee engagement.

Dr. Wilfried Aulbur, MD and CEO, Mercedes-BENZ India Pvt. Ltd. (2019) For me, Employee engagement is about, knowing that you are making a difference, creating an impact, while having a good time at your job, much time to work, enjoy what you do.

Dr. Mukesh Batra, CEO& Founder, Dr. Batra's Positive Health Clinic Pvt. Ltd. (2019) To keep the medical team motivated to perform, our pay packages are fixed at a rate higher than the industry standard, and for those working outside the city, there is always the motivation of a good accommodation.

Kishor Patil, CEO & MD, KPIT Cummins Infosystems Ltd. (2018) Employee engagement at KPIT Cummins is about participation of employees and their ability to become intrapreneurs.

Ajai Chowdhry, Founder, HCL, and Chairman & CEO, HCL Infosystem Ltd. (2019) Employees' engagement is the most critical part in the running of an organization and we undertake many initiatives to enable that. We find out what employees think about engagement and based on that feedback, we analyze each input received and take action.

Consistent with Macey and Schneider (2008), measuring engagement is difficult because it involves assessing complex feelings and emotion. Kular et al. (2008) explored five key areas: What does 'employee engagement' mean? How can engagement be managed? What are the implications of engagement for organizations? How does engagement relate to other individual characteristics? How is engagement associated with employee voice and representation?

Robertson-Smith and Markwick (2009) throw light on what engagement is and divulges that it is a very important yet complex challenge, and there remains an excellent deal of scope for discussing the assorted approaches. Simpson (2009) discussed that this state of information about engagement at run 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 several the literature on Employee engagement, 15 explore work-place culture & work-life balance policies & practices followed in industries so as to push employee engagement in their organizations to extend their employees' productivity and retain them. Work-life balance is essential driver of employees' satisfaction.

Bhatla (2011) focused on the necessity for such employees and the way their presence can improve the progress and work efficiency of the organization as an entire. Also focused on the challenges faced by the HR managers to boost employee engagement for an organization's survival. With retention a growing concern for organizations, understanding the factors that drive commitment and loyalty among employees is important for managing increasing turnover risk within the months and years ahead, (Mark Royal, Hay Group News release,2011).

Shashi (2011). The importance of communication with the employees and success of a company has been once again emphasized by She revealed that a company should realize the importance of employees, quite the other variable, because the most powerful contributor to an organization's competitive position.

Bijaya Kumar Sundaray(2011).Proper attention on engagement strategies will increase the organizational effectiveness in terms of upper. Many factors that are responsible for employee engagement and steps that need to need to be taken to strengthen the same have been focused on by Bijaya Kumar Sundaray(2011).A step to encourage engagement of the employees will result in increased productivity, profits, quality, customer satisfaction, employee retention and increased adaptability

Siddhanta & Roy (2012) explored implications for theory, further research, and practices by synthesizing modern 'Employee Engagement' activities being practiced by the company with the review of findings from previous researches / surveys. Singh &Shukla (2012) tried to seek out what variables are significant to form an engaged workforce. The study was exploratory in nature and the data has been collected from a tin manufacturing organization.

Driscoll, 2013 in his article “The Rulebook to Engagement” has said that engagement differs in various sectors and industries. When talking about rules of engagement there cannot be one size that matches all. He talks about employment, the Dos and Don’ts of engagement. 16 The Dos include empowerment, communication, empathy, creating opportunities, grooming your leaders. The Don’ts include avoid micro management, unnecessary restrictions, discrimination, not walking the talk, and democracy does not work everywhere.

Truss, Job Design and Employee Engagement, 2014 within the article “Job Design and Employee Engagement” the Author tries to relate job design, content of job, work environment and role of manager with engagement. Her study in various organizations has resulted showing relationship between job content like skill variety, identity, autonomy, feedback knowledge of results etc. Also, the work environment like climate, physical working conditions, organization structure, team and group work, work flow are important factors under work environment which affect employee engagement. The immediate Manager also plays a important role. Consistent with her there are four elements of job design they are: job content, job context, work relationship, line manager. Of these must be considered to style job optimally.

CHAPTER 3 - RESEARCH METHODOLOGY

3.1 METHODOLOGY:

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically and the methods adopted in a research study.

3.2. RESEARCH DESIGN:

Descriptive Research Design

A research design is a matter plan specifying the methods and procedures for collecting and analyzing the needed data. It is the frame work for the research plan of action. Research design based on the descriptive research technique employing the survey method and analysis is made on this primary data collected for this projects study.

3.3. SAMPLING TECHNIQUE:

Simple random sampling method:

A simple random sample is a subset of a statistical population in which each member of the subset has an equal probability of being chosen. A simple random sample is meant to be an unbiased representation of a group

3.4. SOURCES OF DATA:

There are two types of data collected.

PRIMARY DATA:

The primary data are those, which are collected fresh for the first time and thus happen to be original in character. In our research, data was collected from the employees of DHL Express (I) Pvt Ltd, through the questionnaire method

SECONDARY DATA:

Secondary data are those are already been collected by someone else. The secondary data are collected by analyzing various materials like company profiles, magazines, journals, past records, reports, and websites.

3.5. STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into two sections. First part was designed to know the general information about employees and the second part contained the respondent 's opinions about employees

3.6. SAMPLE SIZE: 151

3.7. PERIOD OF STUDY: 3 Month

3.8. HYPOTHESIS ANALYTICAL TOOLS(SPSS)

Null Hypothesis H0: There is no significant association between the designation of the employees and their career progress in the company.

Alternate Hypothesis H1: There is significant association between the designation of the employees and their career progress in the company.

Null Hypothesis H0: There is no significant relationship between education qualification of the employees and their chances for promotion.

Alternate Hypothesis H1: There is significant relationship between education qualification of the employees and their chances for promotion.

3.8. TOOLS FOR ANALYSIS:

CHI SQUARE:

Chi-square is a statistical test used to examine the differences between categorical variables from a random sample in order to judge goodness of fit between expected and observed results. The chi-square formula is: $\chi^2 = \sum (O_i - E_i)^2 / E_i$, where O_i = observed value (actual value) and E_i = expected value.

ANOVA:

Analysis of variance (ANOVA) is an analysis tool used in statistics that splits an observed aggregate variability found inside a data set into two parts: systematic factors and random factors. The formula for Analysis of Variance is: ANOVA coefficient, $F = \text{Mean sum of squares between the groups (MSB)} / \text{Mean squares of errors (MSE)}$.

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS:

TABLE 4.1.1: GENDER OF THE RESPONDENTS

GENDER	NUMBER OF RESPONDENTS	PERCENTAGE
MALE	103	68.7%
FEMALE	47	31.3%
TOTAL	150	100%

Gender
150 responses

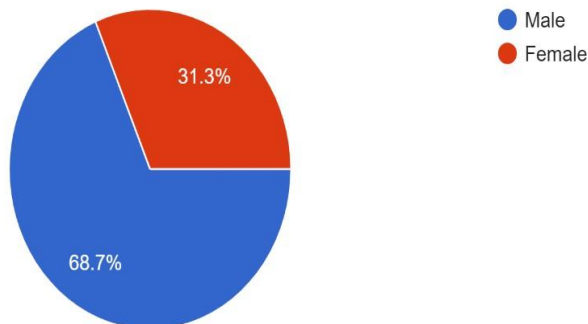


CHART 4.1.1 GENDER OF THE RESPONDENTS

INTERPRETATION: From the above table, it is interpreted that 68.7% is male and 31.3% is female.

INFERENCE: Majority 68.7%% of respondents is Male.

TABLE 4.1.2 DESIGNATION OF THE RESPONDENTS

DESIGNATION	NUMBER OF RESPONDENTS	PERCENTAGE
Human Resource	56	37.6%
Business development	39	25.5%
Manager	14	9.4%
Others	41	27.5%
Total	150	100%

Designation
150 responses

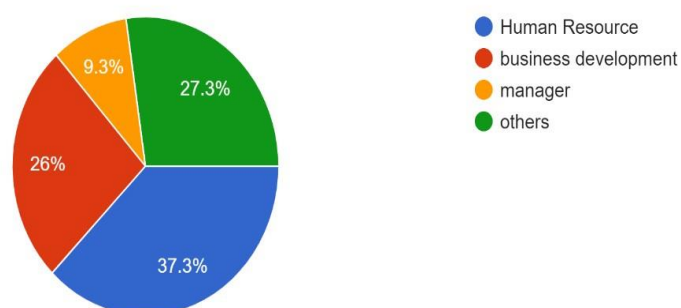


CHART 4.1.2 DESIGNATION OF THE RESPONDENTS

INTERPRETATION: From the above table, it is interpreted that 37.3% is human resource, 26% is business development, 9.3% is manager and 27.3% is others.

INFERENCE: Majority 37.3% of respondents is human resource.

TABLE 4.1.3 WORK EXPERIENCE OF THE RESPONDENTS

WORK EXPERIENCE	NUMBER OF RESPONDENTS	PERCENTAGE
0-5 years	70	46.3%
5-10 years	38	25.5%
10-20 years	21	14.1%
20 years and above	21	14.1%
Total	150	100%

Work Experience
150 responses

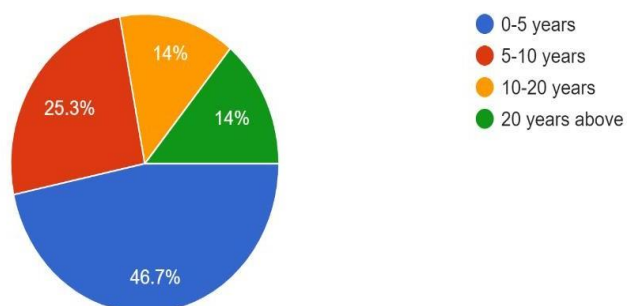


CHART 4.1.2 DESIGNATION OF THE RESPONDENTS

INTERPRETATION: From the above table, it is interpreted that 46.7% is 0-5 years, 25.3% is 5-10 years, 14% is 10-20 years and 14% is 20 years above.

INFERENCE: Majority 46.7% of respondents is 0-5 years.

TABLE 4.1.4 EDUCATION QUALIFICATION OF THE RESPONDENTS

EDUCATION QUALIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
SSLC	30	20%
+2	9	6%
U. G	49	32.7%
P. G	44	29.3%
OTHERS	18	12%
TOTAL	150	100%

Education Qualification
150 responses

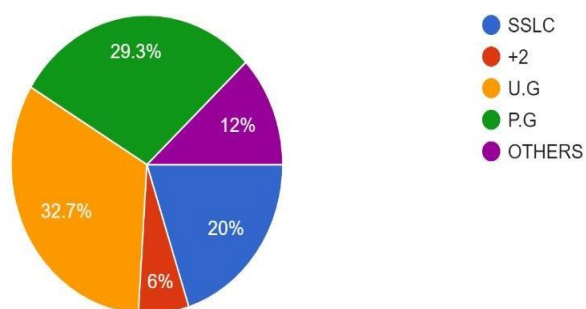


CHART 4.1.4 EDUCATION QUALIFICATION OF THE RESPONDENTS

INTERPRETATION: From the above table, it is interpreted that 20% is SSLC, 6% is +2, 32.7% is U.G, 29.3% IS P.G and 12% is others.

INFERENCE: Majority 32.7% of respondents is U.G.

TABLE 4.1.5 MONTHLY SALARY OF THE RESPONDENTS

MONTHLY SALARY	NUMBER OF RESPONDENTS	PERCENTAGE
Below 15000	57	38%
15000-30000	48	32%
30000-50000	31	20.7%
50000 above	14	9.3%
Total	150	100%

Monthly Salary
150 responses

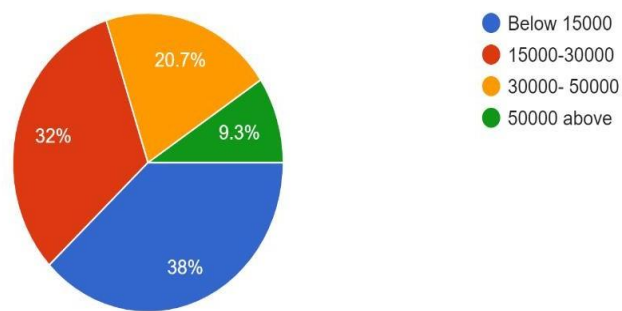


CHART 4.1.5 MONTHLY SALARY OF THE RESPONDENTS

INTERPRETATION: From the above table, it is interpreted that 38% is below 15,000, 32% is 15,000-30,000, 20.7% is 30,000-50,000 and 9.3% is 50,000 above.

INFERENCE: Majority 38% of respondents is below 15,000.

TABLE 4.1.6: I RECEIVE THE RIGHT AMOUNT OF SUPPORT AND GUIDANCE FROM MY DIRECT SUPERVISOR

I RECEIVE THE RIGHT AMOUNT OF SUPPORT AND GUIDANCE FROM MY DIRECT SUPERVISOR	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	36	24%
Disagree	17	11.3%
Neutral	47	31.3%
Agree	38	25.3%
Strongly agree	12	8%
TOTAL	150	100%

I receive the right amount of support and guidance from my direct supervisor
150 responses

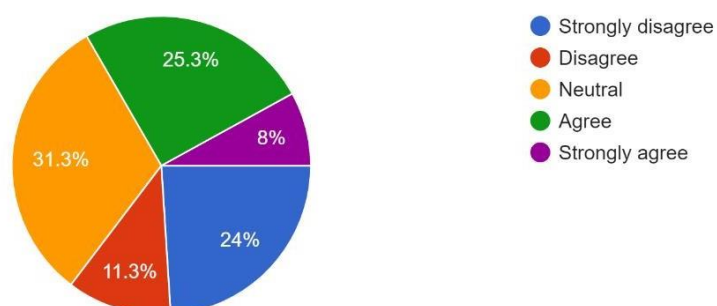


CHART 4.1.6: I RECEIVE THE RIGHT AMOUNT OF SUPPORT AND GUIDANCE FROM MY DIRECT SUPERVISOR

INTERPRETATION: From the above table, it is interpreted that 24% is Strongly disagree, 11.3% is Disagree, 31.3% is Neutral, 25.3% is agree and 8% Strongly agree.

INFERENCE: Majority 31.3% of respondents is Neutral.

TABLE 4.1.7: I AM PROVIDED WITH ALL TRAININGS NECESSARY FOR ME TO PERFORM MY JOB

I AM PROVIDED WITH ALL TRAININGS NECESSARY FOR ME TO PERFORM MY JOB	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	27	18%
Disagree	22	14.7%
Neutral	39	26%
Agree	51	34%
Strongly agree	11	7.3%
TOTAL	150	100%

I am provided with all trainings necessary for me to perform my job
150 responses

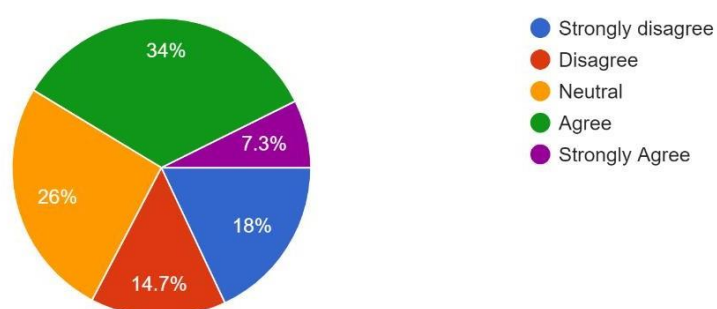


CHART 4.1.7: I AM PROVIDED WITH ALL TRAININGS NECESSARY FOR ME TO PERFORM MY JOB

INTERPRETATION: From the above table, it is interpreted that 18% is Strongly disagree, 14.7% is Disagree, 26% is Neutral, 34% is agree and 7.3% Strongly agree.

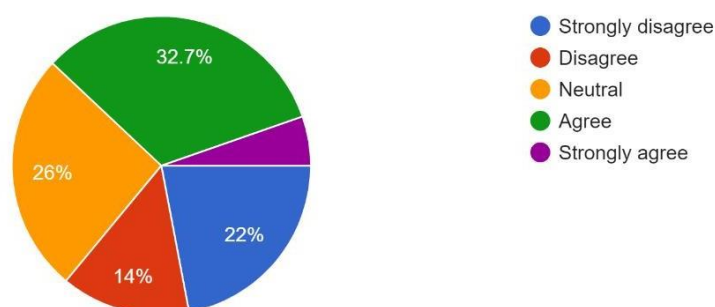
INFERENCE: Majority 34% of respondents is Agree.

TABLE 4.1.8: I AM SATISFIED WITH MY CHANCES FOR PROMOTION.

I AM SATISFIED WITH MY CHANCES FOR PROMOTION.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	33	22%
Disagree	21	14%
Neutral	39	26%
Agree	49	32.7%
Strongly agree	8	5.3%
TOTAL	150	100%

I am satisfied with my chances for promotion.

150 responses

**CHART 4.1.8: I AM SATISFIED WITH MY CHANCES FOR PROMOTION.**

INTERPRETATION: From the above table, it is interpreted that 22% is Strongly disagree, 14% is Disagree, 26% is Neutral, 32.7% is agree and 5.3% Strongly agree.

INFERENCE: Majority 32.7% of respondents is Agree.

TABLE 4.1.9: THE MANAGEMENT MAKES CHANGES BASED ON MY SUGGESTIONS AND FEEDBACK.

THE MANAGEMENT MAKES CHANGES BASED ON MY SUGGESTIONS AND FEEDBACK.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	31	20.7%
Disagree	11	7.3%
Neutral	35	23.3%
Agree	57	38%
Strongly agree	16	10.7%
TOTAL	150	100%

The management makes changes based on my suggestions and feedback.
150 responses

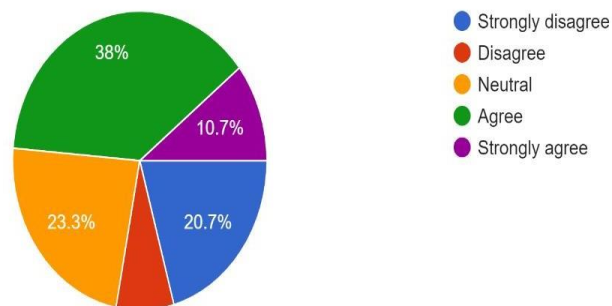


CHART 4.1.9: THE MANAGEMENT MAKES CHANGES BASED ON MY SUGGESTIONS AND FEEDBACK.

INTERPRETATION: From the above table, it is interpreted that 20.7% is Strongly disagree, 7.3% is Disagree, 23.3% is Neutral, 38% is agree and 10.7% Strongly agree.

INFERENCE: Majority 38% of respondents is Agree.

TABLE 4.1.10: MY WORK ASSIGNMENTS ARE ALWAYS CLEARLY EXPLAINED TO ME.

MY WORK ASSIGNMENTS ARE ALWAYS CLEARLY EXPLAINED TO ME.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	30	20%
Disagree	13	8.7%
Neutral	31	20.7%
Agree	54	36%
Strongly agree	22	14.7%
TOTAL	150	100%

MY work assignments are always clearly explained to me
150 responses

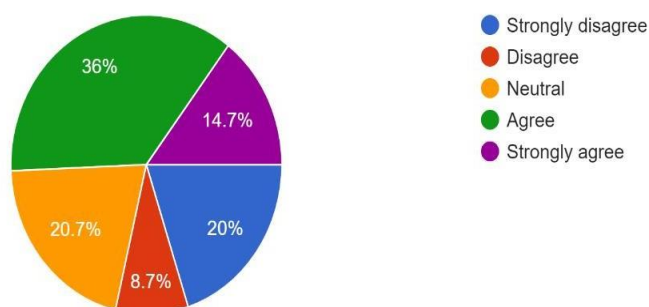


CHART 4.1.10: MY WORK ASSIGNMENTS ARE ALWAYS CLEARLY EXPLAINED TO ME.

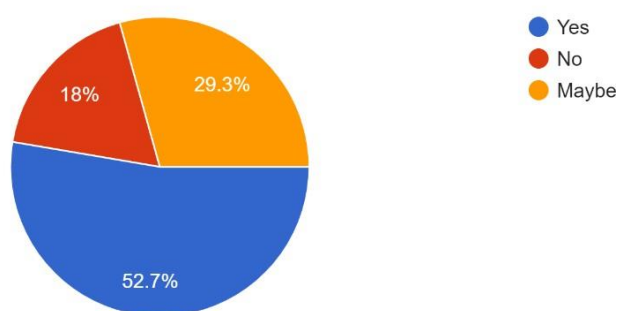
INTERPRETATION: From the above table, it is interpreted that 20% is Strongly disagree, 8.7% is Disagree, 20.7% is Neutral, 36% is agree and 14.7% Strongly agree.

INFERENCE: Majority 36% of respondents is Agree.

TABLE 4.1.11: YOU CAN PROGRESS YOUR CAREER WITHIN YOUR COMPANY

YOU CAN PROGRESS YOUR CAREER WITHIN YOUR COMPANY	NUMBER OF RESPONDENTS	PERCENTAGE
YES	79	52.7%
NO	27	18%
MAYBE	44	29.3%
TOTAL	150	100%

You can progress your career within your company
150 responses

**CHART 4.1.11: YOU CAN PROGRESS YOUR CAREER WITHIN YOUR COMPANY**

INTERPRETATION: From the above table, it is interpreted that 52.7% is Yes, 18% is No and 29.3% is Maybe.

INFERENCE: Majority 52.7% of respondents is Yes.

TABLE 4.1.12: DO YOU LIKE CURRENT EMPLOYEE DEVELOPMENT PROGRAMS

DO YOU LIKE CURRENT EMPLOYEE DEVELOPMENT PROGRAMS	NUMBER OF RESPONDENTS	PERCENTAGE
YES	81	54%
NO	30	20%
MAYBE	39	26%
TOTAL	150	100%

Do you like current employee development programs
150 responses

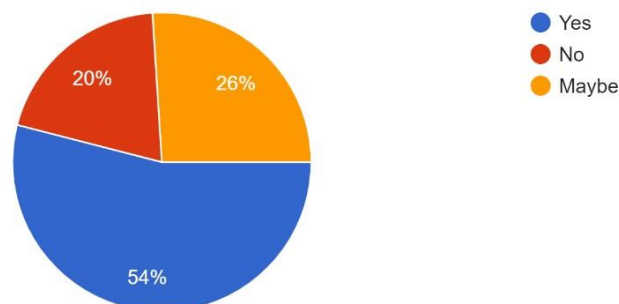


CHART 4.1.11: YOU CAN PROGRESS YOUR CAREER WITHIN YOUR COMPANY

INTERPRETATION: From the above table, it is interpreted that 54% is Yes, 20% is No and 26% is Maybe.

INFERENCE: Majority 54% of respondents is Yes.

TABLE 4.1.13: I HAVE LEARNED MANY NEW JOB SKILLS IN THIS POSITION.

I HAVE LEARNED MANY NEW JOB SKILLS IN THIS POSITION.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	37	24.7%
Disagree	18	12%
Neutral	37	24.7%
Agree	44	29.3.%
Strongly agree	14	9.3%
TOTAL	150	100%

I have learned many new job skills in this position.
150 responses

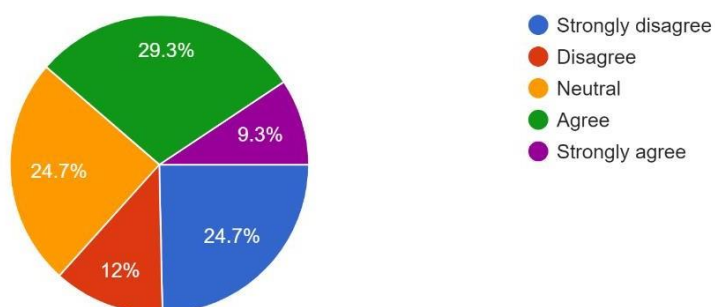


CHART 4.1.13: I HAVE LEARNED MANY NEW JOB SKILLS IN THIS POSITION.

INTERPRETATION: From the above table, it is interpreted that 24.7% is Strongly disagree, 12% is Disagree, 24.7% is Neutral, 29.3% is agree and 9.3% is Strongly agree.

INFERENCE: Majority 29.3% of respondents is Agree.

TABLE 4.1.14: DO YOU HAVE A CLEAR UNDERSTANDING OF YOUR CAREER OR PROMOTION PATH.

DO YOU HAVE A CLEAR UNDERSTANDING OF YOUR CAREER OR PROMOTION PATH.	NUMBER OF RESPONDENTS	PERCENTAGE
YES	80	53.3%
NO	32	21.3%
MAYBE	38	25.3%
TOTAL	150	100%

Do you have a clear understanding of your career or promotion path.
150 responses

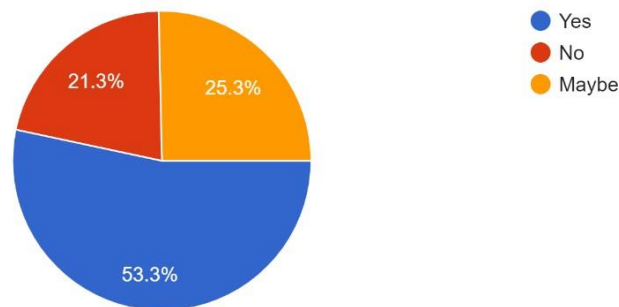


CHART 4.1.14: DO YOU HAVE A CLEAR UNDERSTANDING OF YOUR CAREER OR PROMOTION PATH.

INTERPRETATION: From the above table, it is interpreted that 53.3% is Yes, 21.3% is No and 25.3% is Maybe.

INFERENCE: Majority 53.3% of respondents is Yes.

TABLE 4.1.15: I HAVE ADEQUATE OPPORTUNITIES TO DEVELOP MY PROFESSIONAL SKILLS.

I HAVE ADEQUATE OPPORTUNITIES TO DEVELOP MY PROFESSIONAL SKILLS.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	13	8.7%
Disagree	22	14.7%
Neutral	43	28.7%
Agree	33	22%
Strongly agree	39	26%
TOTAL	150	100%

I have adequate opportunities to develop my professional skills.
150 responses

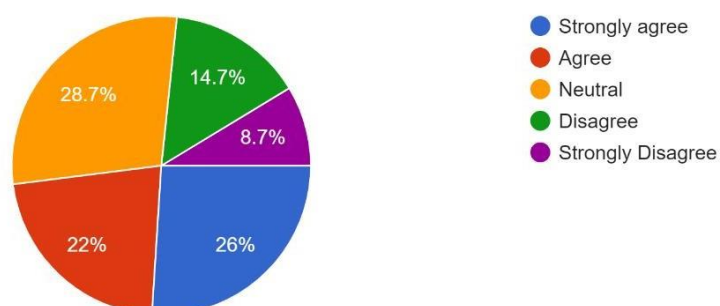


CHART 4.1.15: I HAVE ADEQUATE OPPORTUNITIES TO DEVELOP MY PROFESSIONAL SKILLS.

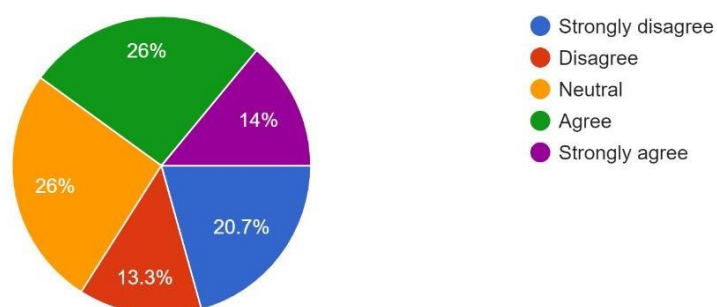
INTERPRETATION: From the above table, it is interpreted that 8.7% is Strongly disagree, 14.7% is Disagree, 28.7% is Neutral, 22% is agree and 26% is Strongly agree.

INFERENCE: Majority 28.7% of respondents is Neutral.

TABLE 4.1.16: I AM SATISFIED WITH MY HEALTH BENEFITS

I AM SATISFIED WITH MY HEALTH BENEFITS	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	31	20.7%
Disagree	20	13.3%
Neutral	39	26%
Agree	39	26%
Strongly agree	21	14%
TOTAL	150	100%

I am satisfied with my health benefits
150 responses

**CHART 4.1.16: I AM SATISFIED WITH MY HEALTH BENEFITS**

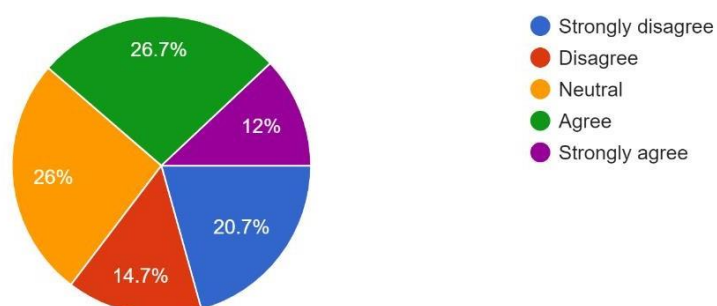
INTERPRETATION: From the above table, it is interpreted that 20.7% is Strongly disagree, 13.3% is Disagree, 26% is Neutral, 26% is agree and 14% is Strongly agree.

INFERENCE: Majority 26% of respondents is Agree and 26% of respondents is Neutral.

TABLE 4.1.17: I AM SATISFIED WITH MY FINANCIAL BENEFITS

I AM SATISFIED WITH MY FINANCIAL BENEFITS	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	31	20.7%
Disagree	22	14.7%
Neutral	39	26%
Agree	40	26.7%
Strongly agree	18	12%
TOTAL	150	100%

I am satisfied with my financial benefits
150 responses

**CHART 4.1.17: I AM SATISFIED WITH MY FINANCIAL BENEFITS**

INTERPRETATION: From the above table, it is interpreted that 20.7% is Strongly disagree, 14.7% is Disagree, 26% is Neutral, 26.7% is agree and 12% is Strongly agree.

INFERENCE: Majority 26.7% of respondents is Agree.

TABLE 4.1.18: I AM SATISFIED WITH THE NUMBER OF VACATION, SICK, AND PERSONAL DAYS THAT I RECEIVE.

I AM SATISFIED WITH THE NUMBER OF VACATION, SICK, AND PERSONAL DAYS THAT I RECEIVE.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	39	26%
Disagree	18	12%
Neutral	33	22%
Agree	38	25.3%
Strongly agree	22	14.7%
TOTAL	150	100%

I am satisfied with the number of vacation, sick, and personal days that I receive.
150 responses

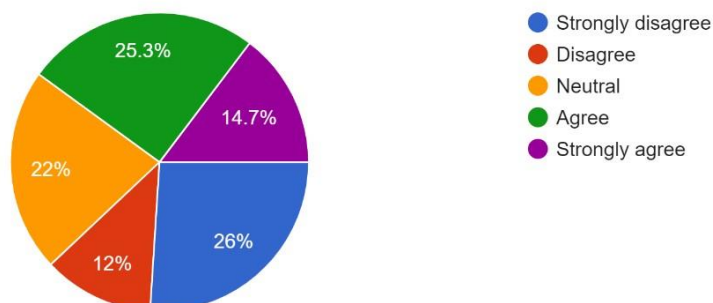


CHART 4.1.18: I AM SATISFIED WITH THE NUMBER OF VACATION, SICK, AND PERSONAL DAYS THAT I RECEIVE.

INTERPRETATION: From the above table, it is interpreted that 26% is Strongly disagree, 12% is Disagree, 22% is Neutral, 25.3% is agree and 14.7% is Strongly agree.

INFERENCE: Majority 26% of respondents is Strongly disagree.

TABLE 4.1.19: I AM SATISFIED WITH MY OPTIONS FOR LIFE INSURANCE.

I AM SATISFIED WITH MY OPTIONS FOR LIFE INSURANCE.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	36	24%
Disagree	16	10.7%
Neutral	27	18%
Agree	50	33.3%
Strongly agree	21	14%
TOTAL	150	100%

I am satisfied with my options for life insurance.
150 responses

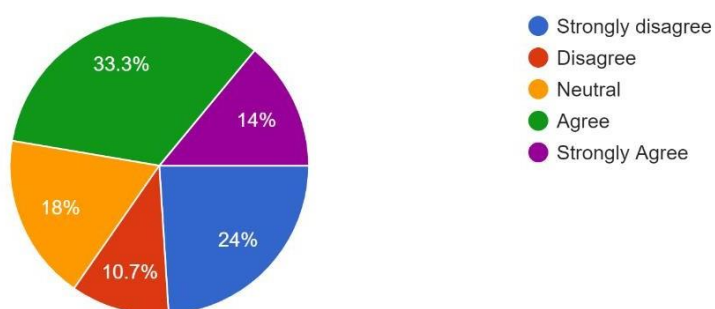


CHART 4.1.19: I AM SATISFIED WITH MY OPTIONS FOR LIFE INSURANCE.

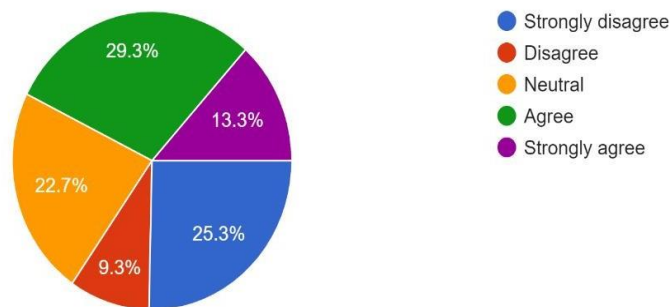
INTERPRETATION: From the above table, it is interpreted that 24% is Strongly disagree, 10.7% is Disagree, 18% is Neutral, 33.3% is agree and 14% is Strongly agree.

INFERENCE: Majority 33.3% of respondents is Agree.

TABLE 4.1.20: OUR ORGANIZATION HAS A HIERARCHICAL STRUCTURE

Our organization has a hierarchical structure	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	38	25.3%
Disagree	14	9.3%
Neutral	34	22.7%
Agree	44	29.3%
Strongly agree	20	13.3%
TOTAL	150	100%

Our organization has a hierarchical structure
150 responses

**CHART 4.1.20: I AM SATISFIED WITH MY OPTIONS FOR LIFE INSURANCE.**

INTERPRETATION: From the above table, it is interpreted that 25.3% is Strongly disagree, 9.3% is Disagree, 22.7% is Neutral, 29.3% is agree and 13.3% is Strongly agree.

INFERENCE: Majority 29.3% of respondents is Agree.

TABLE 4.1.21: I FEEL I CAN EASILY COMMUNICATE WITH MEMBERS FROM ALL LEVELS OF THIS ORGANIZATION.

I FEEL I CAN EASILY COMMUNICATE WITH MEMBERS FROM ALL LEVELS OF THIS ORGANIZATION.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	32	21.3%
Disagree	15	10%
Neutral	30	20%
Agree	49	32.7%
Strongly agree	24	16%
TOTAL	150	100%

I feel I can easily communicate with members from all levels of this organization.
150 responses

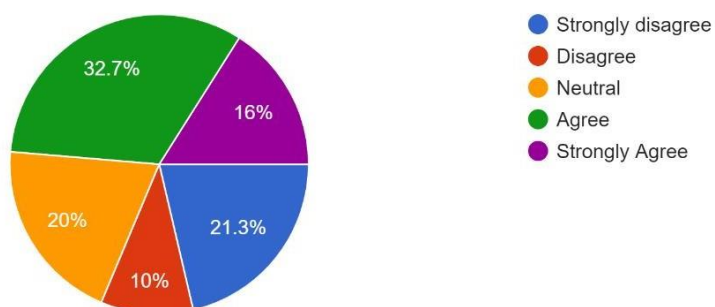


CHART 4.1.21: I AM SATISFIED WITH MY OPTIONS FOR LIFE INSURANCE.

INTERPRETATION: From the above table, it is interpreted that 21.3% is Strongly disagree, 10% is Disagree, 20% is Neutral, 32.7% is agree and 16% is Strongly agree.

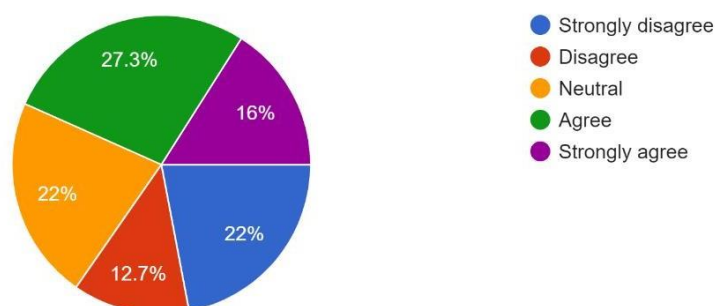
INFERENCE: Majority 32.7% of respondents is Agree.

TABLE 4.1.22: MY COWORKERS AND I WORK WELL TOGETHER.

MY COWORKERS AND I WORK WELL TOGETHER.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	33	22%
Disagree	19	12.7%
Neutral	33	22%
Agree	41	27.3%
Strongly agree	24	16%
TOTAL	150	100%

My co workers and I work well together.

150 responses

**CHART 4.1.22: MY COWORKERS AND I WORK WELL TOGETHER.**

INTERPRETATION: From the above table, it is interpreted that 22% is Strongly disagree, 12.7% is Disagree, 22% is Neutral, 27.3% is agree and 16% is Strongly agree.

INFERENCE: Majority 27.3% of respondents is Agree.

TABLE 4.1.23: MY DEPARTMENT PROVIDES ALL THE EQUIPMENT, SUPPLIES AND RESOURCES NECESSARY FOR ME TO PERFORM MY DUTIES

MY DEPARTMENT PROVIDES ALL THE EQUIPMENT, SUPPLIES AND RESOURCES NECESSARY FOR ME TO PERFORM MY DUTIES	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	36	24%
Disagree	14	9.3%
Neutral	22	14.7%
Agree	55	36.7%
Strongly agree	23	15.3%
TOTAL	150	100%

My department provides all the equipment, supplies and resources necessary for me to perform my duties

150 responses

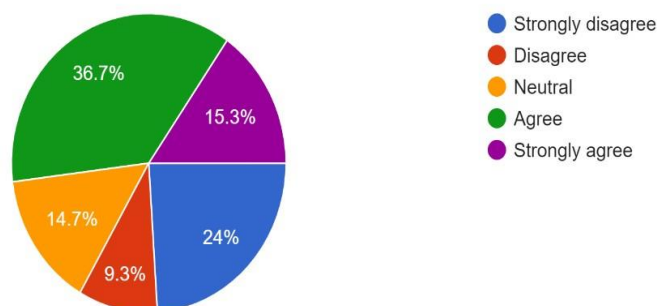


CHART 4.1.23: MY DEPARTMENT PROVIDES ALL THE EQUIPMENT, SUPPLIES AND RESOURCES NECESSARY FOR ME TO PERFORM MY DUTIES

INTERPRETATION: From the above table, it is interpreted that 24% is Strongly disagree, 9.3% is Disagree, 14.7% is Neutral, 36.7% is agree and 15.3% is Strongly agree.

INFERENCE: Majority 36.7% of respondents is Agree.

4.2.1 ONE-WAY ANOVA TEST:

Null Hypothesis H0: There is no significant association between the designation of the employees and their career progress in the company.

Alternate Hypothesis H1: There is significant association between the designation of the employees and their career progress in the company.

Designation

You can progress your career with the company

Oneway

TABLE: 4.2.1:

Descriptives

		designation								
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	
						Lower Bound	Upper Bound			
YES	7	17	1.29	.457	.051	1.19	1.39	1	2	
NO	2	21	.41	.501	.096	2.21	2.61	2	3	
MAY BE	4	35	.93	.255	.038	3.85	4.01	3	4	
Total	1	72	.27	1.224	.100	2.07	2.46	1	4	

ANOVA

designation		Sum of Squares	df	Mean Square	F	Sig.
Between Groups		197.716	2	98.858	567.266	<.001
Within Groups		25.618	147	.174		
Total		223.333	149			

ANOVA Effect Sizes^a

designation		Point	95% Confidence Interval	
		Estimate	Lower	Upper
	Eta-squared	.885	.852	.906
	Epsilon-squared	.884	.850	.904
	Omega-squared	.883	.849	.904
	Fixed-effect			
	Omega-squared	.791	.737	.825
	Random-effect			

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

INTERPRETATION:

Since p value is 0.001 is less than 0.05 so the null hypothesis is rejected and alternate hypothesis is accepted.

INFERENCE:

Hence there is significant difference between the designation of the employees and their career progress in the company.

4.2.2. CHI-SQUARE TEST:

Null Hypothesis H0: There is no significant relationship between education qualification of the employees and their chances for promotion.

Alternate Hypothesis H1: There is significant relationship between education qualification of the employees and their chances for promotion.

Education qualification

I am satisfied with my chances for promotion

TABLE:4.2.2:

Crosstabs

Case Processing Summary						
	N	Valid Percent	N	Cases Missing Percent	N	Total Percent
education_qualification chances_for_promotion	150	98.7%	2	1.3%	152	100.0%

education_qualification * chances_for_promotion Crosstabulation

			chances_for_promotion					Total
			SD	D	N	A	SA	
Education_qualification	SLC	Count	30	0	0	0	0	30
		Expected Count	6.6	4.2	7.8	9.8	1.6	30.0
	SC	Count	3	6	0	0	0	9
		Expected Count	2.0	1.3	2.3	2.9	.5	9.0
	G	Count	0	15	34	0	0	49
		Expected Count	0.0	15.0	34.0	0.0	0.0	49.0

	ExpectedCount		10.8	6.9	12.7	16.0	2.6	49.0
	G	Count	0	0	539		044	
		Expected Count	9.7	6.2	11.4	14.4	2.3	44.0
	Others	Count	0	0	010		818	
		Expected Count	4.0	2.5	4.7	5.9	1.0	18.0
Total	Count		33	21	39	49		8150
	Expected Count		33.0	21.0	39.0	49.0	8.0	150.0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	334.697 ^a	16	<.001
Likelihood Ratio	316.415	16	<.001
Linear-by-Linear Association	133.394	1	<.001
N of Valid Cases	150		

a. 13 cells (52.0%) have expected count less than 5.
The minimum expected count is .48.

INTERPRETATION: Since p value is 0.000 is less than 0.05 so the null hypothesis is rejected and alternate hypothesis is accepted

INFERENCE:

Hence there is significant relationship between education qualification of the employees and their chances for promotion.

CHAPTER – 5

5.1 FINDINGS OF THE STUDY

- Majority 68.7%% of respondents gender is Male.
- Majority 37.3% of respondent's designation is human resource.
- Majority 46.7% of respondents work experience is 0-5 years.
- Majority 32.7% of respondent's education qualification is U.G.
- Majority 38% of respondent's monthly salary is below 15,000.
- Majority 31.3% of respondents is Neutral that they receive the right amount of support and guidance from my direct supervisor
- Majority 34% of respondents is Agree that they provided with all trainings necessary for me to perform my job
- Majority 32.7% of respondents is Agree that they satisfied with my chances for promotion
- Majority 38% of respondents is Agree that the management makes changes based on my suggestion and feedback.
- Majority 36% of respondents is Agree that their work assignments are always clearly explained to them.
- Majority 52.7% of respondents is Yes that they can progress your career within your company.
- Majority 54% of respondents is Yes that they like current employee development programs.
- Majority 29.3% of respondents is Agree that they have learned many new job skills in this position.
- Majority 53.3% of respondents is Yes that they have a clear understanding of career or promotion path.
- Majority 28.7% of respondents is Neutral that they have adequate opportunities to develop professional skills.
- Majority 26% of respondents is Agree and 26% of respondents is Neutral that they are satisfied with health benefits.
- Majority 26.7% of respondents is Agree that they are satisfied with financial benefits.

- Majority 26% of respondents is Strongly disagree that they are not satisfied with the number of vacation sick and personal days that they receive.
- Majority 33.3% of respondents is Agree that they are satisfied with my options for life insurance.
- Majority 29.3% of respondents is Agree that their organization has a hierarchical structure.
- Majority 32.7% of respondents is Agree that they can easily communicate with members from all levels of this organization.
- Majority 27.3% of respondents is Agree that their co workers and they work well together.
- Majority 36.7% of respondents is Agree that their department provides all the equipment, supplies, and resources necessary for me to perform my duties.

ONE-WAY ANOVA TEST:

Since p value is 0.001 is less than 0.05 so the null hypothesis is rejected and alternate hypothesis is accepted. Hence there is significant difference between the designation of the employees and their career progress in the company.

CHI-SQUARE TEST:

Since p value is 0.000 is less than 0.05 so the null hypothesis is rejected and alternate hypothesis is accepted. Hence there is significant relationship between education qualification of the employees and their chances for promotion.

5.2. SUGGESTION:

- Provide mentoring and career development programme to the management staffs
- Reward the employees in terms of bonus, incentives according to their performance.
- Provide proper job rotation to motivate the employees.
- Provide employees with work schedule which are flexible enough to suit their needs.

RECOMMENDATIONS:

- Employees should be rewarded periodically for their performance.
- Employees should be timely promoted in their job if they perform well.
- Management should provide better infrastructure to their employees so that they can do their job well.
- Employees should feel no barriers of communication while they are communicating with their superior.
- Right employee should be employed at right position so that they feel motivated and can-do work more efficiently.

5.3. CONCLUSION:

All the employees should value their potential input should be recognized. Employee should know that their inputs matter a lot and are helping the organization in a meaningful way. The competition for talent means that we must be very good at attracting, motivating, and retaining talent. Today employees feel in they are placed at jobs that break the monotony and make them enjoy their stay in an organization. Benefits provided by the organization and thus are engaged and committed towards the development and growth of the organization. The organization to large extent should provide all the personal services to the employees and motivate them to a possible extent, so that the employees put in their best performance.

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QUESTIONNAIRE

1. Name
2. Gender
 - a) Male b) Female
3. Designation
 - a) Human Resource b) business development c) manager d) others
4. Work Experience
 - a) 0-5 b) 5-10 c)10-20 d) 20 above
5. Education QualificationSS
 - a) SSLC b) +2 c) degree d) P.G c) other
6. Monthly Salary
 - a) Below 15000 b) 15000-30000 c) 30000 & above

JOB SATISFACTION FACTOR

S.NO	QUESTION	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
7	I receive the right amount of support and guidance from my direct supervisor.					
8	I am provided with all trainings necessary for me to perform my job.					
9	I am satisfied with my chances for promotion.					
10	The management makes changes based on my suggestions and feedback.					
11	My work assignments are always clearly explained to me.					

EMPLOYEES OPINION TOWARDS CAREER DEVELOPMENT

S.NO	QUESTION	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
12	You can progress your career within your company					
13	Do you like current employee development programs					
14	I have learned many new job skills in this position.					
15	Do you have a clear understanding of your career or promotion path.					
16	I have adequate opportunities to develop my professional skills.					

EMPLOYEE BENEFITS

S.NO	QUESTION	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
17	I am satisfied with my health benefits					
18	I am satisfied with my financial benefits					
19	I am satisfied with the number of vacation, sick, and personal days that I receive.					
20	I am satisfied with my options for life insurance.					

WORKING ENVIRONMENT AND ORGANISATION CULTURE

S.NO	QUESTION	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
21	Our organization has a hierarchical structure					
22	I feel I can easily communicate with members from all levels of this organization.					
23	My coworkers and I work well together.					
24	My department provides all the equipment, supplies, and resources necessary for me to perform my duties					

ANNEXURE II – RESEARCH ARTICLE

A STUDY ON ENGAGEMENT LEVEL AMONG THE EMPLOYEES AT DHL EXPRESS, CHENNAI

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ABSTRACT

Employee Engagement is the buzz word term for employee communication. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts organizations in many ways. HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the about work experience and how he or she is treated in the organization. Engagement differs from job in as it is concerned more with how the individual employees his/her self during the performance of his or her job. The aim of this paper is to present the importance, effect of employee engagement in the manufacturing sector, examined from a mid-size company's point of view, where they are manufacturing sheet metal press components. The study has been carried out in a company located near Chennai (July 2011) on a convenience sample of 150 respondents through the distribution of structured Questionnaires to employees of the company. The study has found the satisfactory level of the employees regarding various factors related to their commitment towards their company. In general, there is a positive attitude has been found among employees and they are actively engaged towards their company.

INTRODUCTION

Employee Engagement

Employee 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. Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. Employee engagement is not the same as employee satisfaction. Employee engagement is a property of the relationship between an organization and its employees. An "engaged employee" is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests.

Definitions

William Kahn provided the first formal definition of personal engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances

REVIEW OF LITERATURE

Sweetman & Luthans, 2010 defined from the psychological perspective, engagement is a state-like phenomenon which is portrayed as an affective-cognitive 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 well-known 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 critical concept.

Towers Perrin (2007) investigated and reported that those organizations with more engaged employees subsequently increased their operating income by 19% and earnings per share (EPS) by 28% annually.

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.

Mc. Bain 2006, According to him employee engagement is a modern concept, which defines employees' commitment, job satisfaction and involvement.

Robinson ,2006: According to him employee engagement can be attained through designing an organizational environment where positive emotions such as involvement and pride are encouraged, subsequently organizational performance improves, employee turnover reduces.

Mahendru et.al, 2006 defined Employee engagement is the extent to which people enjoy and believe in what they do, and feel valued by doing it. It is the degree of commitment towards the hub that an individual performs and until however long the individual remains with the organization as the results of their commitment.

OBJECTIVES OF THE STUDY

1. To understand the concept of Employee Engagement.
2. To analyze the factors influencing the employee commitment & involvement towards organization.
3. To analyze the relationship between the employee engagement and their job satisfaction.
4. To improve workplace condition that drive engagement.

NEED FOR THE STUDY

1. The engaged employee is the lifelong asset for each and every organization in all over the world, so every organization is obligated to facilitate employee engagement program in terms of opportunity to move up the organization ladder, given the authority to the employer and employee to use their ability to create the

condition that promote employee engagement and treat the employees as the loyal employees.

2. HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the work experience and how he or she is treated in the organization.
3. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company.

SCOPE OF THE STUDY

This will help to reduce the attrition and to increase the productivity and profit. It will examine and focus on how to make the employee more engaged and committed towards the organizational growth.

RESEARCH DESIGN:

Descriptive Research Design

A research design is a matter plan specifying the methods and procedures for collecting and analyzing the needed data. It is the frame work for the research plan of action. Research design based on the descriptive research technique employing the survey method and analysis is made on this primary data collected for this projects study.

3.3. SAMPLING TECHNIQUE:

Simple random sampling method:

A simple random sample is a subset of a statistical population in which each member of the subset has an equal probability of being chosen. A simple random sample is meant to be an unbiased representation of a group

DATA ANALYSIS AND INTERPRETATION

DESIGNATION OF THE RESPONDENTS

DESIGNATION	NUMBER OF RESPONDENTS	PERCENTAGE
Human Resource	56	37.6%
Business development	39	25.5%
Manager	14	9.4%
Others	41	27.5%
Total	150	100%

Designation
150 responses

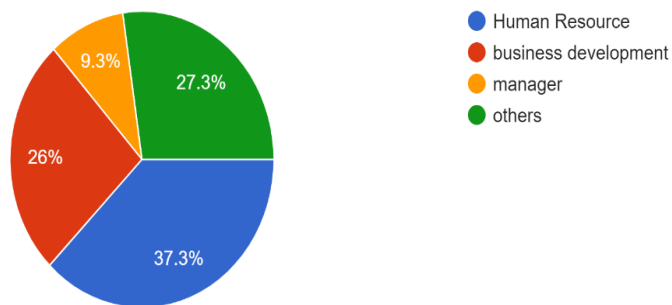


CHART 4.1.2 DESIGNATION OF THE RESPONDENTS

INTERPRETATION: From the above table, it is interpreted that 37.3% is human resource, 26% is business development, 9.3% is manager and 27.3% is others.

INFERENCE: Majority 37.3% of respondents is human resource.

EDUCATION QUALIFICATION OF THE RESPONDENTS

EDUCATION QUALIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
SSLC	30	20%
+2	9	6%
U. G	49	32.7%
P. G	44	29.3%
OTHERS	18	12%
TOTAL	150	100%

Education Qualification
150 responses

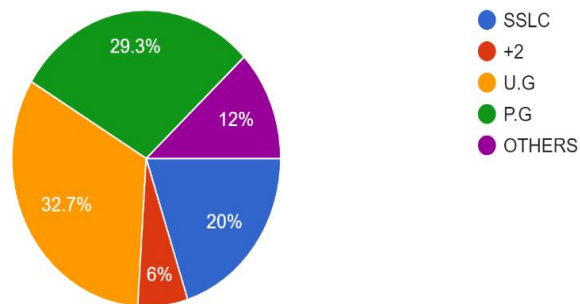


CHART 4.1.4 EDUCATION QUALIFICATION OF THE RESPONDENTS

INTERPRETATION: From the above table, it is interpreted that 20% is SSLC, 6% is +2, 32.7% is U.G, 29.3% IS P.G and 12% is others.

INFERENCE: Majority 32.7% of respondents is U.G.

ONE-WAY ANOVA TEST:

Null Hypothesis H0: There is no significant association between the designation of the employees and their career progress in the company.

Alternate Hypothesis H1: There is significant association between the designation of the employees and their career progress in the company.

YOU CAN PROGRESS YOUR CAREER WITHIN YOUR COMPANY	NUMBER OF RESPONDENTS	PERCENTAGE
YES	79	52.7%
NO	27	18%
MAYBE	44	29.3%
TOTAL	150	100%

ANOVA

salary

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	69.329	4	17.332	117.154	<.001
Within Groups	20.712	140	.148		
Total	90.041	144			

INTERPRETATION: Since p value is 0.001 is less than 0.05 significance value, the null hypothesis is rejected and alternate hypothesis is accepted.

INFERENCE:

Hence there is significant difference between the monthly salary of the employees and the factors leading employees to leave the organization.

CHI-SQUARE TEST:

Null Hypothesis H0: There is no significant relationship between education qualification of the employees and their chances for promotion.

Alternate Hypothesis H1: There is significant relationship between education qualification of the employees and their chances for promotion.

I AM SATISFIED WITH MY CHANCES FOR PROMOTION.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	33	22%
Disagree	21	14%
Neutral	39	26%
Agree	49	32.7%
Strongly agree	8	5.3%
TOTAL	150	100%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	334.697 ^a	16	<.00
Likelihood Ratio	316.415	16	<.00
Linear-by-Linear Association	133.394	1	<.00
N of Valid Cases	150		

INTERPRETATION:

Since p value is 0.001 is less than 0.05 significance value, the null hypothesis is rejected and alternate hypothesis is accepted.

INFERENCE: Hence there is significant relationship between education qualification of the employees and their chances for promotion.

SUGGESTION:

- Provide mentoring and career development programme to the management staffs
- Reward the employees in terms of bonus, incentives according to their performance.
- Provide proper job rotation to motivate the employees.
- Provide employees with work schedule which are flexible enough to suit their needs.

CONCLUSION:

All the employees should value their potential input should be recognized. Employee should know that their inputs matter a lot and are helping the organization in a meaningful way. The competition for talent means that we must be very good at attracting, motivating, and retaining talent. Today employees feel in they are placed at jobs that break the monotony and make them enjoy their stay in an organization. Benefits provided by the organization and thus are engaged and committed towards the development and growth of the organization. The organization to large extent should provide all the personal services to the employees and motivate them to a possible extent, so that the employees put in their best performance.

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