

A STUDY ON EMPLOYEE ENGAGEMENT AT INNCON

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

LAKSHMI NARASHIMMAN.B

Register No.41410176



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 - 600119**

MAY 2023



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

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

www.sathyabama.ac.in

SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **LAKSHMI NARASHIMAN.B 41410176** who carried out the project entitled "**A Study on Employee engagement in Inncon**" under my supervision from MARCH 2023 to MAY 2023.

Dr. GANANATH KILLA ,MA,MBA,M.PHIL,PhD

Internal guide

External Guide

Dr. BHUVANESWARI .G

Dean – School of Management Studies

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

Submitted for Viva voce Examination held on

06/05/2023

Internal Examiner

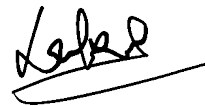
External Examiner

DECLARATION

I **LAKSHMI NARASHIMMAN.B (41410176)** hereby declare that the Project Report entitled "**A Study on EMPLOYEE ENGAGEMENT AT INNCON**" done by me under the guidance of **DR GANANATH KILLA** 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 'Lakshmi', with a horizontal line drawn underneath it.

LAKSHMI NARASHIMMAN.B

ACKNOWLEDGEMENT

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

I convey my sincere thanks to **Dr. G. Bhuvaneswari, Dean - School of Management Studies** and **Dr. A. Palani, Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR.GANANATH KILLA** for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

LAKSHMI NARASHIMMAN.B

CERTIFICATE

TO WHOM SO EVER IT MAY CONCERN

This is to inform that, **Mr. LAKSHMI NARASHIMMAN B (41410176)**, student of M.B.A., Sathyabama Institute of Science and Technology (Deemed to be University), Chennai - 600119, had successfully completed his project work in our organization from **January 2023** to **March 2023**

During the period of project work, he has done project titled **“A STUDY ON EMPLOYEE ENGAGEMENT AT INNCON”**. His character and conduct were satisfactory. We wish him a bright future and success in all his future endeavors.

For Inncon



Mythili V
Manager-Talent Acquisition Group

Date: 05.05.2023
Place: Chennai

Chapter No	Chapter Name	Page No.
1	INTRODUCTION	1
1.1	Introduction	1
1.2	Industry Profile	8
1.3	Company Profile	17
1.4	Identified Problem	25
1.5	Need for the Study	25
1.6	Objectives of the Study	26
1.7	Scope of the Study	26
2	REVIEW OF LITERATURE	27
2.1	Research Review	27
2.2	Research Gap	33
3	RESEARCH METHODOLOGY	39
3.1	Research Design	39
3.2	Sampling Design	39
3.3	Data Collection	40
3.4	Statistical Tools	40
3.4	Limitations of the Study	40
4	DATA ANALYSIS AND INTERPRETATION	41
4.1	Percentage Method	41
4.2	Chi-Square Test	62
4.3	Correlation Analysis	65
5	FINDINGS, SUGGESTIONS AND CONCLUSION	69
5.1	Findings of the Study	69
5.2	Suggestions and Recommendations	72
5.3	Conclusion	73
	BIBLIOGRAPHY	74
	COPY OF QUESTIONNAIRE	76

A STUDY ON EMPLOYEE ENGAGEMENT
AT INNCON

ABSTRACT

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. The paper focuses on how employee engagement is an antecedent of job involvement and what should company do to make the employees engaged. The paper also looks at the t questionnaire, survey that identifies strong feelings of employee engagement and the steps which shows how to drive an engaged employee.

This report intends to analyze two important concepts those are considered mandatory for a successful business. These are 'work environment and 'engagement'. The main aim of this study is to observe the how the employees feel about the company's work environment and how they are engaged with the company for a longer duration. Based in the questionnaire survey results and recommendations are presented to the management to take corrective action plan in a right way.

The study was conducted at Inncon in Chennai. The number of samples taken was 100 employees. The study is descriptive and the sources of data are from both Primary and Secondary methods of collection. The Primary data is collected by using well-structured questionnaire from the employees of the organization and the secondary data is taken from the published reports, journals and articles. The collected data are analyzed by using very appropriate statistical tools percentage analysis graphical methods and Karl Pearson's Correlation Test

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

To preserve and strengthen this important asset, organizations are spending more on work environment. The rewards of concentrating on work environment go far beyond reducing the price of employee benefits. Well established work environment can generate competitive advantages for a company, such as employee engagement and retention, greater productivity, and higher morale. They can also help to address absenteeism and presenteeism, which lead to productivity loss and indirect medical costs such as disability claims. Often overlooked is the potential to strengthen an organization's culture and to build employee pride, trust, and commitment.

Employee engagement has become a hot topic in recent years. Despite this, there remains a paucity of critical academic literature on the subject, and relatively little is known about how employee engagement can be influenced by management. Although there is a great deal of interest in engagement, there is also a good deal of confusion. At present, there is no consistency in definition, with engagement having been operationalised and measured in many disparate ways.

It is the fact that effectiveness of the organization depends not only on investment and return but also on quality of manpower and its commitment to the organization. Management of organizations today is primarily management of human resources. The present book provides a comprehensive analysis of how the various issues such as industrial conflicts, job dissatisfaction, various human needs, etc. should be handled tactfully and carefully.

1.2 INDUSTRY PROFILE

Introduction

The global sourcing market in India continues to grow at a higher pace compared to the IT-BPM industry. India is the leading sourcing destination across the world, accounting for approximately 55 per cent market share of the US\$ 185-190 billion global services sourcing business in 2017-18. Indian IT & ITeS companies have set up over 1,000 global delivery centres in about 80 countries across the world. India has become the digital capabilities hub of the world with around 75 per cent of global digital talent present in the country.



Source: ibef.org

Market Size

India's IT & ITeS industry grew to US\$ 181 billion in 2018-19. Exports from the industry increased to US\$ 137 billion in FY19 while domestic revenues (including hardware) advanced to US\$ 44 billion. Spending on Information Technology in India is expected to grow over 9 per cent to reach US\$ 87.1 billion in 2018. Revenue from digital segment is expected to comprise 38 per cent of the forecasted US\$ 350 billion industry revenue by 2025.

Investments/ Development

Indian IT's core competencies and strengths have attracted significant investments from major countries. The computer software and hardware sector in India attracted cumulative Foreign Direct Investment (FDI) inflows worth US\$ 37.23 billion between April 2000 and March 2019 and ranks second in inflow of FDI, as per data released by the Department for Promotion of Industry and Internal Trade (DPIIT).

Leading Indian IT firms like Infosys, Wipro, TCS and Tech Mahindra, are diversifying their offerings and showcasing leading ideas in blockchain, artificial intelligence to clients using innovation hubs, research and development centres, in order to create differentiated offerings.

Some of the major developments in the Indian IT and ITeS sector are as follows:

- Nasscom has launched an online platform which is aimed at up-skilling over 2 million technology professionals and skilling another 2 million potential employees and students.
- Revenue growth in the BFSI vertical stood at 6.80 per cent y-o-y between July-September 2018.
- As of March 2018, there were over 1,140 GICs operating out of India.
- PE investments in the sector stood at US\$ 2,400 million in Q4 2018.
- Venture Capital (VC) investments in the IT & ITeS sector stood at US\$ 53.0 million during Q4 2018.

Government Initiatives

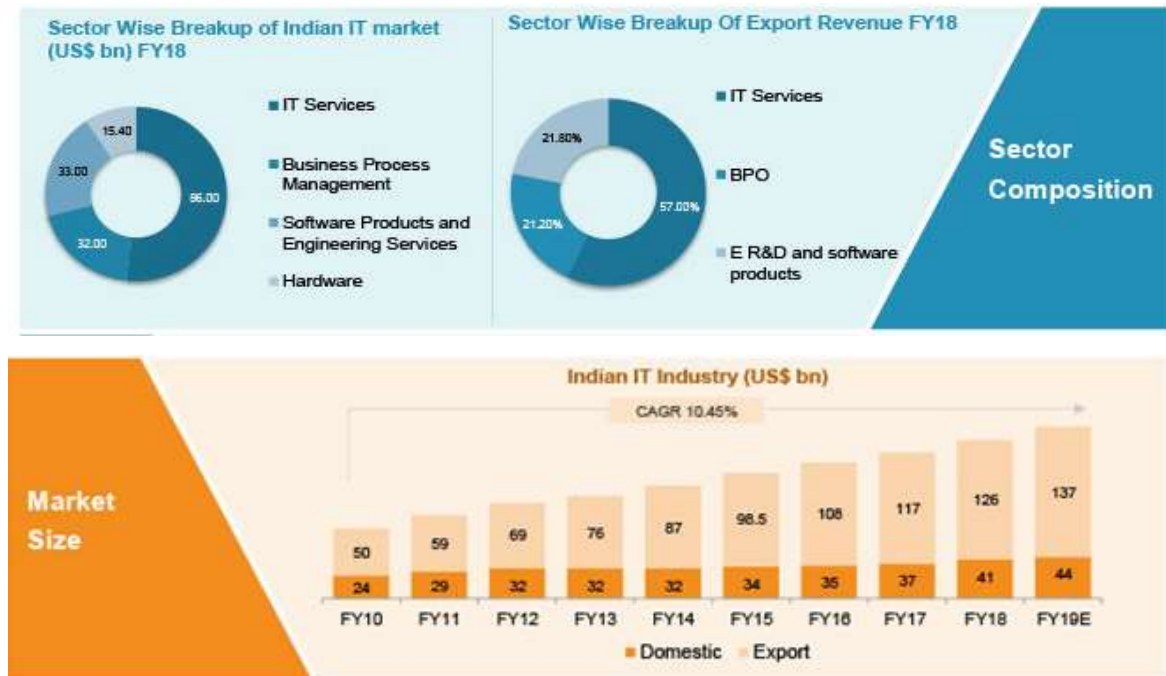
Some of the major initiatives taken by the government to promote IT and ITeS sector in India are as follows:

- ✓ The government has identified Information Technology as one of 12 champion service sectors for which an action plan is being developed. Also, the government has set up Rs 5,000 crore (US\$ 745.82 million) fund for realising the potential of these champion service sectors.
- ✓ As a part of Union Budget 2018-19, NITI Aayog is going to set up a national level programme that will enable efforts in AI and will help in leveraging AI technology for development works in the country.
- ✓ In the Interim Budget 2019-20, the Government of India announced plans to launch a national programme on AI and setting up of a National AI portal.
- ✓ National Policy on Software Products-2019 was passed by the Union Cabinet to develop India as a software product nation.

Achievements

Following are the achievements of the government during 2017-18:

- About 200 Indian IT firms are present in around 80 countries.
- IT exports from India are expected to reach highest ever mark of US\$ 126 billion in 2017-18.
- Highest ever revenue was generated by Indian IT firms at US\$ 181 billion in 2018-19.



Source: ibef.org

Road Ahead

India is the topmost offshoring destination for IT companies across the world. Having proven its capabilities in delivering both on-shore and off-shore services to global clients, emerging technologies now offer an entire new gamut of opportunities for top IT firms in India. Export revenue of the industry is expected to grow 7-9 per cent year-on-year to US\$ 135-137 billion in FY19. The industry is expected to grow to US\$ 350 billion by 2025 and BPM is expected to account for US\$ 50-55 billion out of the total revenue.

1.3 COMPANY PROFILE

Inncon is a global information technology (IT) Development firm **started in the year of 2001** focusing on areas of specialization which includes strengths for vision of the future and an insight into the core technical concepts in the IT and BPO industry.

Inncon was founded on the principles of creating leadership and excellence in the industry; with value and wealth for the stakeholders that comprise of our investor, clients and employees. **Initially it was started as a partnership firm and in 2015, transformed as a private limited organization as per companies' act of 2013.** The promoters, **Mr.Srinivasa Ramanan and Mukund Gopalan** have extensive experience in the Information Technology industry and have done excellent pioneering work in the technology and successfully spearheaded different business strategies. Have participated the IT industry's growths in India in recent years, the management team brings rich domestic and international experience to the table at Inncon.

Ethics and fair play are the founding values of Inncon culture. Our corporate value system is based on the LEARN paradigm and is characterized by Leadership through empowerment, Excellence in delivery, Adaptable to client needs, Respect for client and employee and Nimbleness in responding to changing market needs.

This focus has already paid rich dividends in the last 3 years of our existence. The success and growth is underlined by negligible attrition, sustained business growth and establishment of operations in India. We have been profitable since our inception and have grown organically to **a team of over 1500 professionals**. We pride ourselves with being able to retain motivated talent pool in an industry which is known for rapid attrition.

Objectives

- ✓ People : Be a great place to work where people are inspired to be the best they can.
- ✓ Integrity : Be real and simple
- ✓ Accountability: If it is to be, it's up to me.
- ✓ Leadership: Be honest to admit the wrong and show the courage to change.
- ✓ Passion: Committed in heart and mind
- ✓ Quality: What we do, we do well
- ✓ Customers: Know, Understand and Implement Customer needs.
- ✓ Entrepreneurship: Encourage to implement the dreams.
- ✓ Innovation: Central to our culture.

- ✓ Societies: Give back to Societies

Vision:

Inncon strive for excellence in everything they think, say and do. Our vision is more dreamt of than it is articulated. We exceed the expectations by rendering Human Resource solutions with the desired Quality, Values and efficient processes in order to meet both candidate's and client's requirements.

Mission

Our Mission is to give direction for growth and also intended to build a professional environment for maintenance and improvement which will deliver results to become the best concern, to provide manpower services among our competitors.

Strategies

Inncon long-standing commitment to high standards of corporate governance and ethical business practices is a fundamental shared value of its Board of Directors, management and employees. The Company's philosophy of corporate governance stems from its belief that timely disclosures, transparent accounting policies, and a strong and independent Board go a long way in preserving shareholders trust while maximizing long-term shareholder value. Good corporate governance flows out of the commitment of the Management and the Board of Directors. When the commitment is backed by the fundamental beliefs of maximizing value for stakeholders; transparent actions in the business; values of a corporate; and mutual trust amongst all constituents of the business, the organization transforms itself into a higher plane of leadership. The forward-looking approach of Inncon has always helped it, in achieving the desired results. This approach has transformed the company's culture to one that is relentlessly focused on the speedy translation of scientific discoveries into innovative products. Inncon commitment towards Corporate Governance started well before law mandated such practices. The company has identified and established its core purpose, mission and core values for achieving corporate excellence. Inncon believe in crafting an environment where the parameters of conduct and behavior of the company and its management is constantly aligned with the business environment.

The company sets records of its turnover reaching **1 billion USD during the financial year 2018-19**. The Inncon Methodology is a hybrid model based on the Waterfall and iterative model of development. The Rapid prototyping phase allows us to design and develop a prototype before starting any full scale development. The concept of rapid Prototyping helps reduce effort spillage and also allows change incorporation and management at early stages of the project.

HR / Company Policy:

Inncon are dedicated to achieving the highest levels of quality in everything they do to delight customers, internal & external, every time.

- ✓ **Respect for the Individual:** Inncon uphold the self esteem and dignity of each other by creating an open culture conducive for expression of views and ideas irrespective of hierarchy.
- ✓ **Innovation & Continuous Learning:** Inncon create an environment of innovation and learning that fosters, in each one of us, a desire to excel and willingness to experiment.
- ✓ **Collaboration & Teamwork:** Inncon seek opportunities to build relationships and leverage knowledge, expertise and resources to create greater value across functions, businesses and locations.
- ✓ **Harmony & Social Responsibility:** Inncon take utmost care to protect our natural environment and serve the communities in which we live and work. Their business practices are guided by the highest ethical standards of truth, integrity and transparency.

Safety and Health

At Inncon, the safety, health and physical well-being of people represent an important driver of its sustainability. It guarantees an environment in which our intellectual capital is adequately protected at all times, serving as an inducement for others to join. This sets into motion a virtuous cycle of insight retention, driving sustainability in the process. This safety aspect has been captured in the incidence and frequency rates comprising a part of the Safety, Health and Environment report. As a forward-looking organization, we are also encouraging the reporting of near misses with a view to eliminate the root causes of accidents, representing the base of our safety pyramid. They have also implemented an internal guideline for contractor safety, a training manual for contract workers covering job safety, tool inspection and other initiatives. As an additional initiative, all our locations are adequately equipped with occupational health centers. Medical checks are carried out regularly and workplace monitoring is a routine activity, to ensure that exposure limits are not exceeded.

Market Share

Having a market share of 23.8% Inncon offer Services through four disciplines for Consulting, Technology, Outsourcing and Local Professional Services. Inncon organizational structure includes divisions based on client industry types and growth platforms. Industry divisions, referred to as Operating Groups, include Products (e.g. consumer packaged goods or industrial equipment), Communications High Technology and Media ('CHT'), Financial Services (e.g. banking, insurance), Resources (e.g. utilities, chemicals, energy), and Public Service. The growth platforms

are respectively titled Management Consulting & Integrated Markets, Outsourcing, and Systems Integration & Technology.

Management Consulting

- Customer Relationship Management
- Finance & Performance Management
- Human Performance
- Supply Chain Management

Information Technology Consulting

- Enterprise Solutions
- Information Management Services
- Infrastructure Consulting Services
- IT Strategy & Transformation
- Research & Development
- Service Oriented Architecture

Outsourcing

1. Application Outsourcing
2. Business Process Outsourcing
3. Infrastructure Outsourcing

Inncon is one of the fast growing consulting firm in the world and is one of the largest computer services and software companies

Solution services: Inncon offers world-class software engineering, algorithm development, content development, and other consulting services to help your company meet all of its information technology needs We excel in helping companies develop new technologies and create new products based on those technologies.

Since our inception, we have developed numerous commercial products for clients in a wide range of industries, with a strong vertical focus on publishing, pharmaceuticals/biotechnology, material sciences, and financial services.

Our software engineers, project leaders, and managers, have a proven track record of implementing state-of-the-art development methodologies and managing the delivery of best-of-class products on time and within budget.

With our cutting-edge, global project execution strategy, Inncon can handle projects of any size or any level of complexity and deliver top-quality solutions at very competitive rates. We invite you to explore our service offerings, technical capabilities, and industry experience and learn more about how GGA can serve your company's specific needs.

Inncon offers specialized services for every aspect of SAP. Our main areas of emphasis are SEM, financials, SCM, business intelligence and NetWeaver.

- Custom ERP software application development
- Upgrading existing ERP systems
- Web enabling ERP solutions/ERP integration to ecommerce
- Providing constant support and maintenance to the ERP solution developed

Inncon set out to develop software tools that help people do what they need to get the job done. Inncon believes in creating tools that work the way people do. Not the other way around. This philosophy is incorporated into every software product created and client served.

The core of our solutions services are the same industry-best delivery processes and methodologies that support our professional services offerings. We can quickly assemble a project team from among the best technical talent in the world for almost any type and scale of project.

Solutions, however, provide an additional level of value to our clients because we provide these exceptional production resources plus exceptional project management and required tools to complete the entire project. Inncon can perform a turnkey implementation - a solution - that meets your cost, technical, and time objectives.

Inncon Engagement Models

Fixed Price/Fixed Time

This model provides the low risk assurance of both a guaranteed fixed price and delivery date. This approach can be employed when the scope and specifications of the project are reasonably clear. Deliverables, costs and timelines are precisely documented in order to support the strong project management methodology required to meet delivery terms. A phased approach that includes scoping, development, implementation and business support is followed. Additionally, by combining the fixed price/fixed time model with our "right-site" globally distributed

implementation capabilities, we can offer customers a tremendous cost advantage while providing low-risk and effective control of the implementation process.

Time and Materials

In this business model, **Inncon** forms project teams with the required resources and project managers. The teams are provided equipment and infrastructure based on project requirements. Customers pay periodic charges based on the applied resources.

This model offers the ability to adjust team size and composition at any point if variations in the project plan occur. Because of the immediate control this approach affords, most of our services that are delivered on-site, at the client's location, use this business model. Time and materials engagements most often include the largest opportunity for interfacing and collaboration between **Inncon** and client resources. **Inncon** resources are selected based on reviews of both technical skills and interpersonal qualities. They are motivated, highly-competent consultants who work seamlessly with client teams to achieve project objectives while making a positive contribution to the Work environment.

Modularized Hybrid

Within a Time and Materials engagement, **Inncon** can perform individual phases of a project on a fixed time / fixed price basis. The remaining phases and tasks outside the scope of the fixed bid would remain under the T&M arrangement. In such hybrid engagements, the client has precision and flexibility in mixing cost, risk, and control with respect to each stage or task of an implementation.

Partnerships and Revenue/Risk Share

IT projects are undertaken to provide cost savings, higher productivity, or increased revenue opportunities. As with any strategic initiative, there are associated risks. We are confident in our ability to deliver measurable business benefits. Therefore, in many cases we can link our project fees with the actual business benefit our clients realize

Revenue/Risk Share models are popular amongst emerging businesses or technology companies. Inncon can invest and share the development costs in return for jointly owning the Intellectual Property (IP) and sharing revenue streams. Under this business model Inncon shares the risks involved in developing and marketing a product along with our customers

BOT model

Applying the Build-Operate-Transfer model, Inncon can rapidly establish an offshore operation for a customer, and later transition the center to the client's control or ownership

The phases of the B-O-T model include the following services

Build: Setup the facility and infrastructure, staff the development center, and establish knowledge transfer.

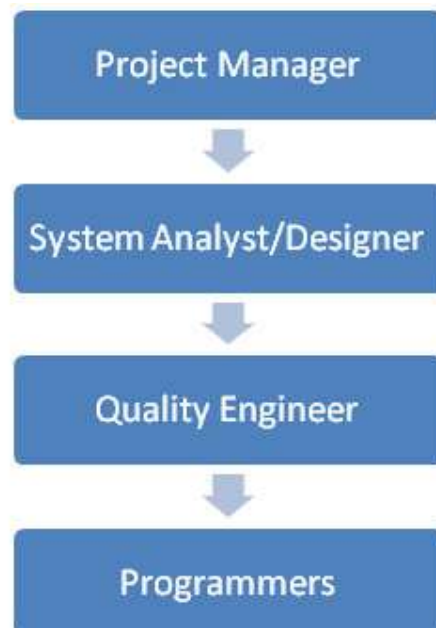
Operate: Manage the offshore organization including program management, development, QA, maintenance, enhancements, and product support.

Transfer: Register a new offshore subsidiary for the customer, transfer assets, and handover operations.

BOT Extension to ODC model

Considering some clients' specific needs, Inncon also offers the option of converting an ODC (Offshore Development Center) model into a BOT model after a mutually agreed (usually 2 years or greater) duration without any additional transfer fees

Authority Flow Chart



CUSTOMERS

Automobile Eng. & Auto-Ancillary Industry	Banking, Finance & Insurance	Aviation, Airlines Airports Maintenance	Banking, Finance & Insurance	Construction & Infrastructure
Buildings-Portable/Pre Fabricated(PEB)	Engineering Manufacturing And Services	Oil & GAS & Petrochemical Industry	Power Industry	Pharmaceutical Industry
Cement Industry	Hospitality Travel Industry	Food Processing	Glass Manufacturing Services	Hospitals And Clinics

SUPPLIERS



COMPETITORS

- ✓ Tekflair
- ✓ Congruent Chennai
- ✓ Pall India
- ✓ Lionbridge Technologies
- ✓ Capgemini
- ✓ Vertex
- ✓ Quiscent

RECOGNITION & AWARDS



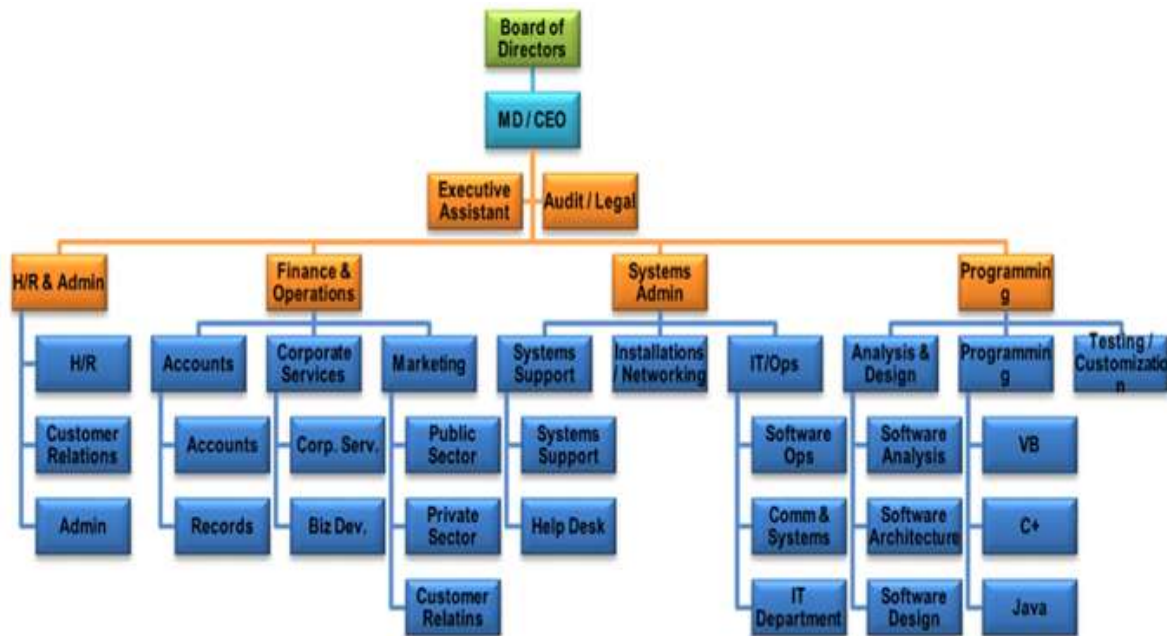
COMPANY SLOGAN

YOUR PARTNER IN TECHNOLOGY INNOVATION

DEAPARTMENTS OF INNCON

- ✓ Information Technology
- ✓ HR / Administration
- ✓ Finance & Operations
- ✓ Programming

ORGANIZATION CHART



1.4 PROBLEM IDENTIFIED

Engaged employees are the one who work with passion and feel a profound connection to their organization. They drive innovation and move the organization forward. Engaged employees care about the future of the company and are willing to invest the discretionary effort. Engaged employees feel a strong emotional bond to the organization that employs them. The project focuses on how employee engagement is an antecedent of job involvement and what should company do to make the employees engaged

1.5 NEED FOR THE STUDY

It is the fact that effectiveness of the organization depends not only on investment and return but also on quality of manpower and its commitment to the organization. Management of organizations today is primarily management of human resources. The present book provides a comprehensive analysis of how the various issues such as work place collapse to be handled tactfully and carefully to make the employees engaged with Inncon. 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. 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. It has a lot to do with emotions which are fundamentally related to the drive bottom line success in a company. 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”.

1.6 OBJECTIVES OF THE STUDY

Primary Objective

To study the engagement of employees working for Inncon in Chennai

Secondary Objectives

- To analyse the factors affecting employee engagement
- To analyse the interrelationship of employees of the company
- To analyse the worker’s engagement with the management
- To study the strategies adopted by the company in keeping the employees engaged with the organization
- To suggest suitable measures for making the employees engaged with the organization

1.2 SCOPE OF THE STUDY

- This study would give an overview of the work environment existing at Inncon
- Work environment and engagement are two important elements essential for improving the productivity of an organization
- A study on the existing facilities at work place would help the organization perform better
- This study would throw light on the perception of the employees regarding work environment expected from their employer.
- Inncon can identify the areas where it can improve so as to improve the performance of the employees.
- The scope of this present study is limited to Inncon, Chennai

CHAPTER 2

LITERATURE REVIEW

2.1 LITERATURE REVIEW

1. **Ednah Jepkemboi Rono, Dr Geoffrey Kimutai Kiptum, (2017)** many organizations do not consider the factors determining employee engagement as a strategy in managing competition and are likely to become victims of industry competition. The purpose of the study was to find out the factors affecting employee engagement in an organization in University of Eldoret. Specific objectives were to determine effects of compensation on employee engagement. The study will be guided by Maslow's Hierarchy of needs theory, Equity theory and Herzberg's theory; the study adopted a descriptive research design. The research was carried out in University of Eldoret which is in Uasin Gishu County. The target population for this study was 1500 respondents drawn from different levels of management in University of Eldoret. The researchers used purposive sampling method to sample top and middle level managers. Simple random method was used to determine sample size of other employees. Questionnaires will be used as data collection instruments. In this study, the validity of the instruments was tested through pilot testing conducted prior to the study and reliability was tested through test-retest technique by use of Cronbachs' Alpha. The data was analyzed using Chi square and presented in tables. The study findings indicated that compensation had significant relationship with employee engagement. Based on the findings of this study, the following recommendations were made: University of Eldoret should ensure that the policy governing the level of compensation should be improved to enhance a higher rate of employee engagement; they should ensure availability of comprehensive range of training, skill and career development which is a key factor of employee attraction and engagement, a training program should be established as a regular practice for provision of training and retraining especially refreshment courses opportunities for their employees. This would not only satisfy employees' growth need but also enhance employee engagement. lastly, the study suggested that there is a need for further research geared toward establishing the factors affecting employee engagement in other industries like banking sector, manufacturing industries, as well as other educational institutions so that the area of study is equipped with more information and allow for generalization of results.
2. **Raminder Kaur (2017)**, employee Engagement is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Engagement Strategies helps organizations provide effective

employee communication to improve commitment and enhance workforce support for key corporate initiatives. These policies, when organized and disseminated in an easily used form, can serve to preempt many misunderstandings between employees and employers about their rights and obligations in the business place. It is tempting, as a new small business owner, to focus on the concerns of the business at hand, and put off the task of writing up a human resource policy. This study will attempt to study the various issues related to employee engagement in IT companies operating in India.

3. **Balaji Mathimaran & Ananda Kumar (2017)**, human resources are the livelihood of all types of an organization. Even though all types of the organizations are now a days, found to be technology driven, yet human resources are required to run the technology. With all round development in each and every area of the economy, there is stiff competition in the market. With this development and competition, there are lots and lots of avenues and opportunities available in the hands of the human resources. The biggest challenge that organizations are facing today is not only managing these resources but also retaining them. Securing and retaining skilled employees plays an important role in any organization, because employees' knowledge and skills are central to companies' ability to be economically competitive. Besides, continuously satisfying the employees is another challenge that the employers are facing today. Keeping into account the importance and sensitivity of the issue of engagement to any organization, the present study tries to review the various available literature and research work on employee engagement and the factors affecting employee engagement and job satisfaction among the employees.
4. **Galhene Arachchillage (2017)** in today's dynamic business environment, increased globalization, with social, economic and technological developments has resulted with a fierce competition among companies. Talent shortage being identified as a salient issue globally; had caused competition even in the labour market. Thus, this had made it crucially important and mandatory for companies to retain their existing employees, although it is a challenging issue encountered by firms across the globe. Thus, the sole purpose of this study is to identify and analyze the major factors that affect employee engagement. The initial chapter introduces this study, by providing the background and scope of the study, problem statement and justification, research objectives and the significance of this study. Secondly, through the gathering of a vast literature, a literature review is presented, where it initially provides an idea on what employee engagement is, and through the gathered articles, four commonly identified factors were selected; compensation, work-life-balance, working

environment and superior-subordinate relationship, and are comprehensively analyzed with literature and thereafter this finally concludes, with the conclusion that if the aim of employee engagement is to be achieved, all these factors will have to be put into practice together, rather than individually, because only if all four are implemented together, will the objective of achieving employee engagement be successful, both in the short and long term. This report has utilized journal articles and books mainly, to critically and comprehensively analyze and evaluate the factors in different views.

5. **Kossivi, B., Xu, M. and Kalgora, B. (2016)** employees are the most valuable assets of an organization. Their significance to organizations calls for not only the need to attract the best talents but also the necessity to retain them for a long term. This paper focuses on reviewing the findings of previous studies conducted by various researchers with the aim to identify determinants factors of employee engagement. This research closely looked at the following broad factors: development opportunities, compensation, work-life balance, management/leadership, work environment, social support, autonomy, training and development. The study reached the conclusion that further investigations need to be conducted regarding employee engagement to better comprehend this complex field of human resource management.
6. According to **Ruchira and Akanksha (2018)**, the purpose of this study is to examine the impact of H.R. practices on the Employee Attrition in Defence PSUs in India. Basically, Hiring Practices and Performance Appraisal & Training Practices are the two major aspects of the H.R. Practices that have been researched upon in this paper. The Indian Government has recently allowed Private Sector participation in the Defence Industry. This decision led to the entry of the private companies to Defence Sector and it also proved to be an end of monopoly of Public Sector Undertakings (PSUs). Now, the DPSUs are very much concerned about the employee switch over to the private companies - their competitors. The major research question was who is more likely to switch over, Junior / Middle Level Executives or Senior Level Executives? Hence, it became a compulsion for the researcher to conduct a comparative research on attrition in DPSUs from the perception of Junior / Middle Level and Senior Level Executives. The research concentrated on the relationship between Designation Level and the Hiring Practices as well as Performance Appraisal & Training Practices.

Researcher also investigated the correlations among Hiring Practices, Performance Appraisal & Training Practices, Satisfaction Level of the executives and Reasons of Attrition.

7. In the words of **Sreenivas Mahesh (2017)**, a growing number of organizations are figuring out on how to win the war for talent. They are committed to keeping their valuable employees because they know that those are the people who keep them in business. They realize that if people stay longer, they get better at what they do, build stronger relationships with their most valued customers leading to long-term success in the market place. In this paper, an attempt is made to know the concept of employee attrition, the models of employee turnover/attrition and measurement of attrition
8. According to **Narayana Rao and Subbarayudu (2017)**, the Business Process Outsourcing (BPO) industry in India is progressing with an incomparable speed. Despite its significant growth and brilliant prospect, the BPO industry has experienced high attrition rates since its very beginning. Expansions and progress in global telecommunications set-up the establishment of a relatively new brand of services termed as the Information Technology Enabled Services (ITES). Because of modernization, huge demands for various products and services are increasing day by day, there is an extensive opportunity's for customers care executive jobs. District like Visakhapatnam is booming for new avenues for wide varieties of investments in different sectors. After the state bifurcation and diverse global investments more opportunities are created for technology-enabled services. Telecommunication service is creating huge employment opportunities for youngsters and many young people are turning towards to grab these jobs which creates huge job opportunities for them. There is a lot of research has taken place to arrest the attrition rates in BPO's in this research paper we are focused on factors to identify the root causes of attrition in BPO's Visakhapatnam
9. **Anthony Gatling & Jungsun (sunny) kim (2019)** This research investigates the role of leader satisfaction on employee engagement, loyalty, and intention to stay. The results demonstrate that leadership satisfaction has a direct effect on employee engagement, loyalty and intention to stay. Furthermore, employee engagement was found to mediate the relationship between leader satisfaction and both loyalty and intention to stay. Interestingly, age moderated the relationships between employee engagement and loyalty as well as employee engagement and intention to stay. The results of this study yield theoretical and practical implications that are useful for hospitality leaders.

10. **Made Budiana, Yetti Supriyati, Wibowo (2019)** The objective of this research is to analyse the talent management strategies in order to increase employee engagement for employees from the talent pool. The research results indicated a two-stage monitoring strategy model to increase employee engagement for employees from the talent pool. Each stage includes strategies for talent acquisition, talent development, and talent engagement. The first stage of talent management is obtained when the employee has a 1.5-year work period, while the second stage is obtained when the employee has a 2.5-year work period. Theoretically, the results of this study can be used to reinforce the findings of talent management strategies, especially its influence towards employee engagement. Practically, the results of this study are useful for human resources practitioners to obtain guidance in increasing employee engagement for employees from the talent pool. This paper is a part of the dissertation.

11. **Li Sun, Chanchai Bunchapattanasakda (2019)** Employee engagement is an important concept to organizational leaders and employees alike. This paper, through the review of definitions, theories, antecedents and outcomes of employee engagement, highlighted what the body of research has indicated on the topic of employee engagement. Employee engagement usually refers to employees' physical, cognitive and emotional input in the work. Needs- Satisfaction framework, Job Demands-Resources model and Social Exchange Theory have been used to explain varying levels of employee engagement in the organizations. According to Needs-Satisfaction framework, employees' sense of meaningfulness of work elements, job security and the availability of personal resources determine their employee engagement in role performances. According to JD-R model, high-levels of job-related and personal resources can reduce the exhaustion and other negative outcomes caused by job demands which require employees to pay additional efforts. According to social exchange theory, relationships between employees and employers are based on norms of reciprocity. When employees feel that they are being treated well and valued by their employer, they are more likely to respond by exerting effort on behalf of the employer in the form of raised levels of employee engagement (Alfes et al., 2013a). With regard to variables related to employee engagement, antecedent variables mainly include three categories: organizational factors, job factors and individual factors, and outcome variables are mainly focused on individual performance and organizational performance. The research findings show that there are three shortcomings in previous studies: lack of research on demographic variables, personality

differences and cross-cultural differences in employee engagement, lack of research on the mediating or moderating role of employee engagement, and lack of intervention mechanism for employee.

12. **Munish, Rachna Agarwal (2017)**, the other objective is to analyze the critical factor which can affect the level of engagement & employee engagement of employees with the help of literature review. For the current article the researchers reviewed 30 relevant research papers/ literature comprising employee engagement& employee engagement concepts and practices amply. The findings of the study like good training & development, compensation structures, autonomy, quality of work life, work polices and arrangements will lead the managers and management to a new dimension with holistic approach in the field of employee engagement & employee engagement.
13. According to **Marjan et.al., (2015)**, this study examines the effects of the perceived work environment on public employee feelings of job satisfaction. Moreover, the paper will investigate the relationship between personal and job characteristics and job satisfaction. The data was collected from a sample of 169 employees working in one local government municipality in Macedonia. The results show that organizational climate and its components significantly predict job satisfaction among public administration employees. The results highlight that employee age acts as the most powerful predictor of job satisfaction. The analysis of the perceived work environment suggests that recognition is a significant predictor of job satisfaction among public administration employees, followed by opportunities for professional advancement and work itself. The significance of this research lies in its contribution to the knowledge and understanding of determinants that could improve job satisfaction among public administration employees in developing economies.
14. According to **Sangita Ulhas Gorde (2019)**, Employee Engagement is a challenging concern of the organization. This study stressed on Employee Engagement strategies. Employees are the assets of the organization. To retain skillful and committed employees in the organization, management should take care of employee satisfaction. Find out the reasons of employee turnover and overcome this. The purpose of this study is to prove how employee engagement is essential in this day and age, and if the organizations are not awake to the situation and immediate actions are not taken to that effect, what repercussions lay ahead and how they would affect the organization and the industry.

15. **Raminder Kaur (2017)**, Employee Engagement is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Engagement Strategies helps organizations provide effective employee communication to improve commitment and enhance workforce support for key corporate initiatives. These policies, when organized and disseminated in an easily used form, can serve to preempt many misunderstandings between employees and employers about their rights and obligations in the business place. It is tempting, as a new small business owner, to focus on the concerns of the business at hand, and put off the task of writing up a human resource policy. This study will attempt to study the various issues related to employee engagement in IT companies operating in India.
16. **Roheel Jain, Dr. Balu.L (2018)** Employee engagement is a widely discussed topic across the globe and is often studied with its linkages to engagement of employees, firm and individual performance, job involvement, employee motivation and job satisfaction. This research paper seeks to find the impact of employee engagement on job satisfaction at Ultratech Cement Ltd- HCW. The findings of the study showed that factors under employee engagement such as-basic needs, management support, teamwork and growth have a great impact on satisfaction level of the employees. The study concluded that the employee engagement has a significant impact on job satisfaction of employees. This also proves that employee engagement plays a very crucial role in manufacturing company so as to achieve high job satisfaction level among employees which in turn may result in better performance and commitment towards organization
17. **Ms.T.Suhasini, Dr.K.Kalpana (2018)** The study reveals that Employee engagement is a comprehensive task and cannot be accomplished by the effective training programs also. Organisations can improve employee engagement by opportunity thinking, enhancing employee decision making, and commitment. Employee engagement results in reduced turnover intentions and increased innovative work related behaviour
18. **Prof.(Dr.)L.K.Tripathy(2018)** The purposes of this paper are understanding of the concept of Employee engagement and further its benefits for the organizations. Primary as well as secondary data has been used to carry out the research. Employee engagement is a complex concept, with many issues influencing employee engagement levels. Consequently, there are many ways to cultivate the employee engagement, with no one “standard formula” that fits all organizations. While each organization may define employee engagement

differently, ultimately, the basis of an effective employee engagement will be rooted in the flexibility of approach most appropriate for each individual organization

19. **Geeta Kalyankar Rao and Dr. Mohsin Shaikh (2017)** This study tries to understand the phenomenon of such disruptions amidst high talks on employee engagement as a part of engagement strategies of the HR. Instead of engaging in 'rhetoric but theoretical' investigation, this study attempts a ground level realistic assessment of employee engagement practices at select IT & ITES companies. The study primarily focused on two issues: (a) the need for being realistic and rational when it comes to employee engagement (b) the impact of employee engagement on employee engagement. Both the set of respondents, namely, the employees and HR managers overwhelmingly agreed that there is a need to address questions like who should engage, how much should be engaged, what should really engage in addition to what has been engaging the employees in the IT/ITES companies. At the same time, they also strongly agreed to the fact that employee engagement does impacts the attrition rates. The full study will investigate more ground level realities particularly in the light of the stunning developments that are taking place in the HR arena
20. **Arti Chandani, Mita Mehta, Akanksha Mall and Vashwee Khokhar (2016)** The objective of this article is to clarify what is meant by employee engagement and why it is important (particularly with respect to its effect on employee engagement and performance), as well as to identify factors that are critical to its effective. The research also shows that employee engagement in turn results in decline in employees' turnover intentions and increase in innovative work related behaviour. Engaging employees is a long term task and cannot be accomplished by one training program, no matter how good its quality is. Organisations can improve employee engagement by opportunity thinking, enhancing employee decision-making, and commitment. Organizations need to instil a sense of involvement, positive emotions about their work and a sense of community in their employees. Emphasis should be given employee opinions and opportunities should be provided to them to be heard. Transparency from the senior leadership will also make the organization culture more open. Based on the above findings from the research it was suggested that organizations use appropriate training programmes to ensure supervisors build a supportive environment to empower their subordinates
21. **Huang, et al. (2016)** suggest that the atmosphere of security relates to satisfaction at work, as well as employee engagement. In their study, they explain this relationship using

a social exchange theory. The fact that job satisfaction and employee engagement are completely separate issues has been proven by a number of authors in the past.

22. **Kim, N., Kang, S. W. (2016)** Older and more engaged: The mediating role of age-linked resources on work employee engagement. This article stated that Engaged employees add considerable value to their organizations.
23. **Kwon, Farndale and Park (2016)** Stated that employee engagement at work is influenced by factors on three levels: national culture (macro level); atmosphere in the organisation (inter-stage); and quality of relationships between employees and superiors (micro level).
24. **Liu, Z. A. (2016).** Stated that employee engagement of knowledge worker was composed of five dimensions: organizational identity, dedication, absorption, vigor, pleasant harmony.
25. **Joyner, F. F. (2016)** recommends when focusing on developing employees that organizations should try integrating development into the daily work tasks as opposed to a more traditional classroom approach. Development done this way may lead to more success in long-term behaviour change and be more effective in acquiring new knowledge
26. **Sankar (2000)** has examined the working of the principles and practice of human resource management in the Apollo Hospitals. The study revealed that many innovative human resource practices including labour involvement in managerial decision-making helped Apollo to develop as a world class institution. The effective quality systems supported by the highly qualified and motivated personnel have created an ideal working environment in the institution.
27. **Frost (2000)** conducted a study to relate the existence of trade unions at workplace and labour participation at work. He argued that the presence of trade unions influenced managers' willingness to introduce participative management structures and employee involvement programmes. Some unions have historically being suspicious of employer motive and intent behind the introduction of employee involvement programmes as an expression of management's neo-unitarist ideology. It was believed that such practices were inter alia, intended to promote a union-free environment or otherwise weaken the influence of unions where they existed. The study acknowledged that the use of these practices may actually reflect a deliberate attempt on management's part, to further limit the influence and control of the union over their workforce.

28. **Wimalasiri and Kouzmin (2000)** asserted that employers' perception of the outcomes of various types of participation was an important factor to influence their willingness to introduce workers' participation. The study ascribed the increasing popularity of the most employee involvement programmes to the wide variety of benefits that they offer employers such as improved performance and productivity, lower costs, motivation, increased morale and job satisfaction, reduction in conflicts, industrial peace and stability, etc. Direct participation in work-related decisions was found to increase organisational performance and productivity, whereas indirect participative practices had positive effects on job satisfaction and reduction in industrial conflict.
29. **Marin Garcia (2001)** has studied the participative management in Spanish large industrial companies. He observed that a considerable amount of companies has opted for introducing procedures that are aimed towards workers participation. The study identified those programmes and procedures that are associated to participative management, industrial democracy, and co-operativism. It identified the relationships existing among participation programmes and also the situations in which participative companies will most probably be found. A comparison was also made of the Spanish situation with that of the large companies in the United States.
30. **Sobo and Sadler (2002)** mentioned about their project conducted in an enterprise at Santiago, Chile, to improve the morale of employees by fostering constructive expression of dissatisfaction and innovative ideas to senior executives, in the context of employee leadership council meetings. A project survey indicated that 3/5 of the employees had low motivation and 2/3 felt that there was no interdepartmental communication. There was significant depression, anxiety, emotional exhaustion, job insecurity and deterioration in team work, and lack of clarity in roles, among paramedical staff that led to dissatisfaction in other occupational groups. Through monthly employee leadership council meetings, the employees views and suggestions were incorporated in the management process, and within one year, employees' satisfaction doubled and, open, honest, and direct communication improved by 50 per cent. The senior leadership team was able to make sound decisions with the whole-hearted support of the employees and 90 per cent employees recommended that their institution is a good place to work. The study also revealed the significant increase in the productivity level of the institution also.
31. **Markey et al. (2002)** observed that the communication practices and information sharing relationships between unions and employers as well as between employers and their

employees constitute an important ingredient in the creation of an environment of trust and confidence. They were vital to the practice of genuine collaboration and the development of meaningful participation. Effective participation was the result of effective communication between management and employees, preferably involving a two-way communication flow. Relevant information is required as needed for adequate decision-making and to build employee confidence in the management system, so managers' attitudes to secrecy and prerogative must change. The range and type of communication media, access to participative structures, the degree of involvement of workers, the breadth of issues over which employees were consulted and the extent of their influence are additional dimensions to which careful attention must be paid.

32. **Cabrera et al. (2003)** examined the impact of several organisation-based factors on consultative and delegative participation and found that organisational size is positively associated with the use of employee involvement practices. Size and participation were positively related as larger business organisations were likely to introduce more innovative and participative practices compared with smaller organisations. The study further found that the service sector business organisations like those engaged in the hospitality and tourism services practiced significantly higher levels of employee participation than firms in the manufacturing sector. One rationale was that service quality was contingent on employee satisfaction, and participation was believed to influence high job satisfaction. Another was that employees' job roles required the making of sensible and timely decisions, they experience more frequent and direct contact with customers, and were responsible for meeting a variety of customer needs and demands. Hence, the existence of participative practices or the willingness to introduce such systems can be argued to be a function of the type of industry in which the Organisation operated.
33. **Schroter (2004)** has reviewed the development of the concept of 'worker participation' in Europe and in the United States showing their major differences. In Europe, with some variations among countries, worker participation was conceived more as a political tool for industrial democracy and for social justice, besides as an enhancement of the decision power of employees. In contrast, in the United State, this concept evolved more in an instrument for material and individualistic aims, connecting it to payment, and then as a management tool. The evolution of worker participation is analysed in different historical phases showing how in Europe it became important when left political parties and movements were strong, while

in the United States entrepreneurs made its fortune using it to undermine the power of worker's movement.

34. **Bhat and Maheswari (2005)** examined the human resource challenges in business organisations. A major findings of the study has been that most respondents express their desire to assume greater levels of responsibilities and expect more transparency and involvement in manpower planning and development of the people. The study called for labour involvement at various stages of decision-making in an Organisation right from the idea generation stage
35. **Nurse and Devonish (2006)** studied the impact of several work related factors on participation practices and willingness of employers to introduce participation at work in Barbados. The study observed that organisational size, industrial origin and union presence were not significant determinants of current participation practices. A cost reduction strategy was found to be negatively associated with current participation governing management of people but was positively related to willingness to introduce indirect forms of participation. Innovation based strategies were positively related to willingness to introduce current participation regarding the management of people, and union presence was a determinant of willingness to introduce direct participation. Positive relationships were found between a strategy based on quality and worker-management relations as well as between an innovation strategy and union-management relations. Positive participation outcomes were also associated with direct participation. Union-management relations and worker-management relations did not influence participation at work.
36. **VijayaPrabha (2007)** conducted a study about participative management in the health care sector of Kerala and observed that there were no small or medium size medical institutions executing participative management through the constitution of committees and councils. Informative participation was dominant in small and medium size hospitals while consultative participation dominated in large units. The study suggested a three-tier participative model with work committees at the grass root level, inter departmental committees at the middle level, and joint management committee at the top level in health care institutions.
37. **Noah (2008)** conducted an investigation of the existing level of employee engagement within the Nigerian work environment. The study involved a survey in which a total of 227 non-management employees drawn from two work organisations in Lagos attended. The results

showed that employees in both Organisations demonstrate a high interest in participation in the decision-making process within their respective workplaces. It was observed that there was significant relationship between education and age of the employees and employees' involvement in decision-making as well as between frequency of employees' consultation and their organisational commitment. The study revealed a growing desire of non-management employees in the Nigerian work environment to exercise greater involvement in the decision-making process of their enterprises.

2.2 THEORETICAL REVIEW

The relation among psychological workplace climate, employee engagement, and well-being can be understood in terms of Fredrickson's (1998) broaden-and-build theory of positive emotions and Kahn's (1990) theory of engagement.

Broaden and Build: A Theory of Individual Psychological Resources

Frederickson's (1998, 2001) broaden-and-build theory suggested that positive emotions increase available affective and cognitive resources, allowing those who experience positive emotions to momentarily draw on an expansion of their human capital. For example, a person who experiences joy is more likely to experience flexible, creative, and critical thinking processes than someone who is angry. These moments of positive emotions are fleeting, short-lived experiences that yield a positive change in a person's available resources. This positive yield prompts individuals to "pursue a wider range of thoughts and actions than is typical" (Fredrickson & Branigan, 2005, p. 314). The resources accrued by the individual during such moments of positive emotion are enduring, operating like emotional reservoirs to be drawn on at a later time. The reservoir of accrued personal resources outlasts the fleeting, short-lived experience of the emotion highlighting the lasting, durable, resilient effect of experiencing positive affect.

In studies that have examined positive emotion, the broaden-and-build theory highlights potential positive outcomes associated with experiencing positive emotion. For example, in their study of 138 undergraduates, Fredrickson and Joiner (2002) provided evidence that experienced positive affect triggers upward spirals toward well-being. Additionally, negative affect was shown to trigger a downward spiral toward feelings of depression and anxiety. This study suggested that positive emotion does not just feel good, but also has implications towards developing enhanced states of psychological affect, as well as the broadening or limiting of available resources for an individual that contributes to performance.

Moreover and in the context of engagement, Fredrickson and Branigan (2005) provided evidence that individuals who experience positive emotions broaden their scope of attention and thought-action repertoires. This suggests that experiencing positive affect broadens task-related thought processes and has strong implications for emerging engagement theory (Rich et al., 2010; Shuck et al., 2011; Shuck & Wollard, 2010). Fredrickson (2001) further proposed that positive emotions do not typically arise in negative circumstances.

Workplace climate, particularly the psychological perception an employee has of their workplace climate (i.e., psychological workplace climate), has been identified as one of the most distal work-based variables an employee can use to interpret circumstances. Interpretation then influences decisions regarding the intensity and direction of energy toward organizational outcomes (i.e., level of engagement; Schaufeli, 2012). The next section highlights the links between psychological workplace climate and engagement.

Psychological Workplace Climate and Employee Engagement

Workplace climate research emerged in the late 1960s from seminal models proposed by Litwin and Tagiuri (Litwin & Stringer, 1968; Tagiuri & Litwin, 1968). Early conceptualizations operationalized climate as a “psychological state strongly affected by organizational conditions” (Burke & Litwin, 1992, p. 526). Climate was understood as an interconnected set of psychological and organizational variables that had an effect on performance and could be influenced in a casual model (Burke & Litwin, 1992). Since the late 1960s, several additional researchers have proposed more emergent and differentiated models (see, e.g., Lawler, Hall, & Oldham, 1974; Schein, 1985; Schneider, Parkington, & Buxton, 1980).

Because the present research focused on the relation between psychological workplace climate and employee engagement, Brown and Leigh’s (1996) model, which is grounded in Kahn’s (1990) early ethnographic study of personal engagement, was utilized over other potential models due to its focus on psychological perceptions of the environment rather than structures or physical spaces.

Brown and Leigh (1996) proposed that psychological workplace climate was the interpretation of an organizational environment in relation to an employee’s perception of well-being (Brown & Leigh, 1996). Psychological workplace climate is then understood to represent the lens employees use to understand and interpret their work environment relative to the social and physical structures of environmental cues in relation to preserving their own sense of well-being.

Unfortunately, at this time, research linking climate, engagement, and well-being specifically remains scarce. Uncovering leverage points for a *culture of engagement* have been ignored as a topic of focus in research, although the implications of focusing in this area seem advantageous (Schaufeli, 2012). Similar to the state of engagement research, what research has been conducted is focused primarily only toward broad organizational performance domains, such as effort and turnover (Brown & Leigh, 1996). Nonetheless, research by Shuck et al. (2011) provided evidence that psychological workplace climate was strongly related to both engagement and discretionary effort. Moreover, in their research, climate and engagement were powerful predictors of both intent to turnover and effort, highlighting the unique and distinctive role each plays in leveraging facets of employee-linked outcomes that effect organizational performance.

Moreover, several researchers have suggested the importance of psychological workplace climate in understanding an individual employee's work experience. For example, O'Neil and Arendt (2008) uncovered a positive association between affective climates (autonomy, pressure, structure, self-expression, and trust) and performance-based outcomes. Grounded in their interpretation of climate, employees made decisions about how hard they will work, how satisfied they were, and how committed they would be to the organization based on their interpretation of workplace climate (O'Neil & Arendt, 2008). Evidence further suggested that psychological climate was a critically important antecedent variable in the development of workplace-based, individual-level employee outcomes such as well-being.

Well-Being in the Context of Psychological Workplace Climate and Broaden and Build Theory

Conceptually grounded in the burnout literature (Maslach & Jackson, 1981; Maslach & Leiter, 1997; Maslach, Schaufeli, & Leiter, 2001), Iverson et al. (1998) provided a research-based model of individually focused domains of well-being that included the variables emotional exhaustion, depersonalization, and personal accomplishment, each supported by Leiter's (1988) three-component model.

Within the Iverson et al. (1998) well-being model, the domains of exhaustion, depersonalization, and personal accomplishment represented individual, separate conditions of well-being rather than subcomponents of a three-component model (e.g., workaholism, burnout, and work engagement; Schaufeli et al., 2008). Iverson et al. (1998) suggested that employees who experienced negative psychological climates at work were more likely to report higher levels of exhaustion and

depersonalization. Conversely, those who experienced positive climates reported higher levels of personal accomplishment (Iverson et al., 1998).

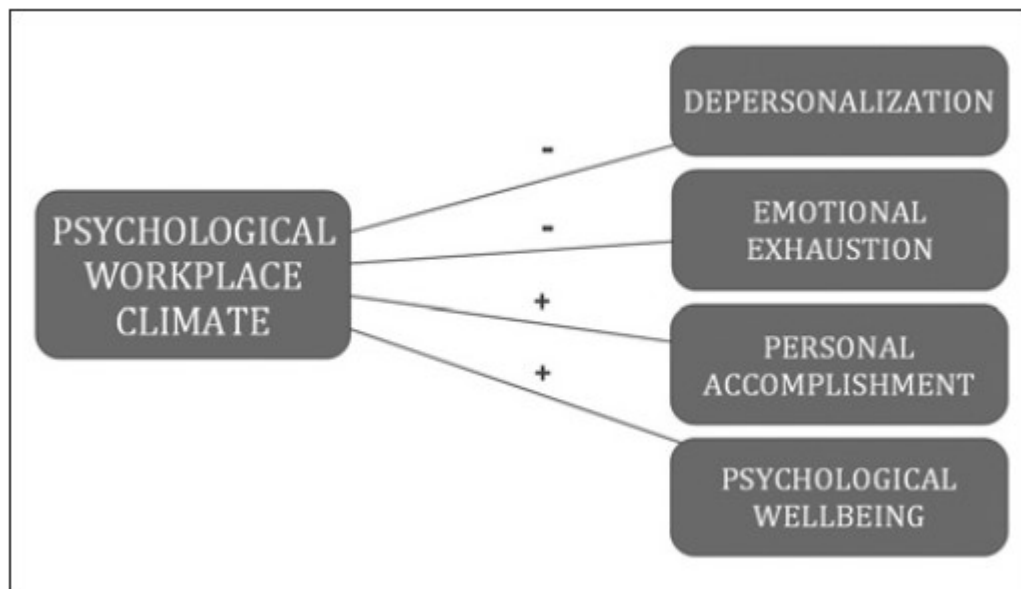
Consequently, employees who reported experiencing positive affect increased available emotional and cognitive resources (i.e., feelings of personal accomplishment), whereas those in more negative climates restricted resources (i.e., feelings of exhaustion and depersonalization). Employees who work in negative psychological climates or who experience negative emotions as a consequence of their work, such as a lack of peer or managerial support, lack of contribution to the organization, or feeling that their work is taken for granted, are far less likely to experience positive emotion (Brown & Leigh, 1996; Shuck et al., 2011). Such experiences can influence a person's sense of psychological well-being (Blais et al., 1999). As a theoretical consequence, employees are then less likely to broaden available emotional and cognitive energies toward work-related tasks and should score negatively on measures of well-being. Resources in organizations are likely restricted, and as a result, individual outcomes associated with the restriction of resources such as emotional exhaustion, depersonalization of work-related tasks, and negative views of psychological well-being are likely to follow a similar downward trajectory. Moreover, it seems probable that in positive psychological workplace climates, employees would report higher levels of personal accomplishment, as well as express more positive views of their well-being. This framework, however, has yet to be empirically explored. Thus, as a next step in advancing research and practice, we propose the following:

Hypothesis 1: Psychological workplace climate will be negatively related to emotional exhaustion and depersonalization and positively related to personal accomplishment and psychological well-being. The conceptualization of Fredrickson's broaden-and build theory overlaps with Kahn's (1990, 1992) theory of employee engagement, particularly when considering individual-level outcomes. For instance, researchers have suggested that the decision an employee makes to engage (i.e., to allocate personal energies toward work-related tasks) occurs at three distinct levels: *cognitive engagement*, *emotional engagement*, and *behavioral engagement* (Kahn, 1992; Rich et al., 2010; Saks, 2006; Shuck et al., 2011), all of which are directed toward a work-related task with implications for related outcomes within a work context.

Kahn's Theory of Employee Engagement

The state of employee engagement was first defined by Kahn (1990) as "the simultaneous employment and expression of a person's 'preferred self' in task behaviors that promote connections

to work and to others, personal presence (physical, cognitive, and emotional) and active, full performances” (p. 700).



As previously noted, researchers have discussed significant organizational benefits from the development of highly engaged employees. In further support, Bakker and Bal’s (2010) research highlighted the role of engagement in predicting performance. In their study of 54 Dutch teachers, Bakker and Bal illustrated that work engagement was positively related to job performance and that engagement served as a mediator between job resources (e.g., workplace climate) and individual performance. Moreover, in additional support for a linkage between engagement and performance-related outcomes, research by Rich et al. (2010) suggested that employees (in this case firefighters) who reported higher levels of engagement also reported being more friendly, courteous, and helpful toward colleagues.

This study suggested that those employees who reported higher levels of engagement were not only more likely to work harder but also more likely to experience positive, individual affective states, which influenced their overall performance (e.g., the act of being kind, and/or helpful to others).

Currently, there are several perspectives from which to frame employee engagement as well as operationalize what engagement might be (Albrecht, 2010; Harter et al., 2002; Maslach et al., 2001; Saks, 2006; Shuck, 2011). Furthermore, recent research has called for increasing empirical exploration of Kahn’s (1990) multidimensional framework especially when examining variables related to the dimensions of well-being (Cole, Walter, Bedeian, & O’Boyle, 2011; Rich et al., 2010; Shuck et al., 2011). This is because of potential issues of misalignment and nomological overlap with other constructs (e.g., see, Cole et al.’s [2011] critique of using the Utrecht Work Engagement Scale to examine engagement and burnout and/or well-being simultaneously for further details).

Moreover, the examination of engagement and well-being has seldom been considered outside the prevailing three-component model (Schaufeli et al., 2008), and too few studies to date have considered the linkage between Kahn's operationalization of engagement and well-being in the context of organizational studies.

Kahn's unique framework offers researchers a specific framework reflecting the underlying context of an employee's willingness to engage—a documented limitation of other engagement frameworks (Cole et al., 2011; Rich et al., 2010). Thus, as mentioned, engagement occurs on three distinct levels: (a) cognitive engagement, (b) emotional engagement, and (c) behavioral engagement (Rich et al., 2010; Shuck et al., 2011). *Cognitive Engagement.* Kahn (1990) proposed that levels of cognitive engagement originate from an employee's appraisal of whether their work is meaningful, safe (physically, emotionally, and psychologically), and if they have sufficient levels of resources to complete their work. This interpretation of the work environment is used to determine the overall significance of a situation and serves as the catalyst toward the intention to engage. Research literature suggests that this psychological interpretation of work reflects a level of engagement, or movement, toward their work (Brown & Leigh, 1996), paralleling the broadening of resources as proposed by Fredrickson (1998, 2001); those who believe their work matters embrace and engage (Kahn, 2010). On the other hand, employees who experience negative work circumstances (i.e., a negative workplace climate) develop a downward spiral of emotions resulting in a narrowing of resources that end in feelings of loneliness, ostracism, and burnout (Fredrickson & Joiner, 2002; Maslach et al., 2001). Cognitive engagement revolves around how employees appraise their workplace climate, as well as the tasks they are involved in. As an employee makes an appraisal, they determine levels of positive or negative affect, which in turn influences behavior as demonstrated in previous studies (e.g., Nimmon, Zigarmi, Houson, Witt, & Diehl, 2011).

Cognitively engaged employees would answer positively to questions such as “The work I do makes a contribution to the organization,” “I feel safe at work; no one will make fun of me here,” and “I have the resources to do my job at the level expected of me.”

Emotional Engagement, Emotional engagement revolves around the broadening and investment of the emotional resources employees have within their influence. When employees are emotionally engaged with their work, they invest personal resources such as pride, trust, and knowledge. The investment of such resources may seem trivial at first glance; however, consider the work of prideful employees who fully trust their work environment. The positive emotions of pride and trust stem

from appraisals made about the environment during the previous stage (e.g., cognitive engagement; this work is meaningful, it is safe for me here at work, and I have the resources to complete my tasks). Accordingly, these feelings of positive emotion momentarily broaden an employee's available resources and enhance critical and creative thinking processes often displayed during moments of engagement.

During the emotional engagement process, feelings and beliefs an employee holds influence and direct outward energies toward task completion (Rich et al., 2010). Employees who are emotionally engaged in their work answer affirmatively to questions such as “I feel a strong sense of belonging and identify with my organization” and “I am proud to work to work here.”

Behavioral Engagement, As a final focal point, behavioral engagement is the most overt form of the employee engagement process. It is often what we can see someone do. Understood as the physical manifestation of the cognitive and emotional engagement combination, behavioral engagement can be understood as increased levels of effort directed toward organizational goals (Macey & Schneider, 2008; Shuck & Wollard, 2010). Put another way, behavioral engagement is the broadening of an employee's available resources displayed overtly. From this context, employee effort in the context of engagement is linked to increased individual effort—engagement occurs one employee at a time and is experienced uniquely through the lens of each employee. Employees who are behaviorally engaged answer positively to questions such as “When I work, I really push myself beyond what is expected of me” and “I work harder than is expected to help my organization be successful.”

In sum, employee engagement is operationally defined as a series of psychological states (cognitive, emotional, and behavioral) ultimately representing an intention to act that encompasses motivation-like qualities separate from like constructs (i.e., job satisfaction and organizational commitment; Rich et al., 2010; Shuck, Ghosh, Zigarani, & Nimon, 2013) and antipodes (i.e., burnout; Schaufeli et al., 2006). Research supports the view that psychological workplace climate affects the development and eventual behavioral manifestation of employee engagement (see, e.g., Shuck et al., 2011). Research has also provided evidence of a relation between employee engagement and well-being (Schaufeli et al., 2008). However, despite the significant potential linkage, the empirical relation among psychological workplace climate, employee engagement, and well-being has yet to be documented. In addition, recent research on employee engagement has suggested an empirical relation between engagement and other task and contextually focused performance variables

(Christian et al., 2011). For example, Rich et al. (2010) demonstrated that engagement mediated the relationship between value congruence, perceived organizational support, core self-evaluations, and performance-related outcomes (e.g., task performance and organizational citizenship behavior).

Notwithstanding, what has not been tested empirically is employee engagement's moderating effect on the link between psychological workplace climate and well-being. As a next step in advancing research and practice around employee engagement, we propose the following hypothesis:

Hypothesis 2: Employee engagement will moderate the relation between psychological workplace climate and personal

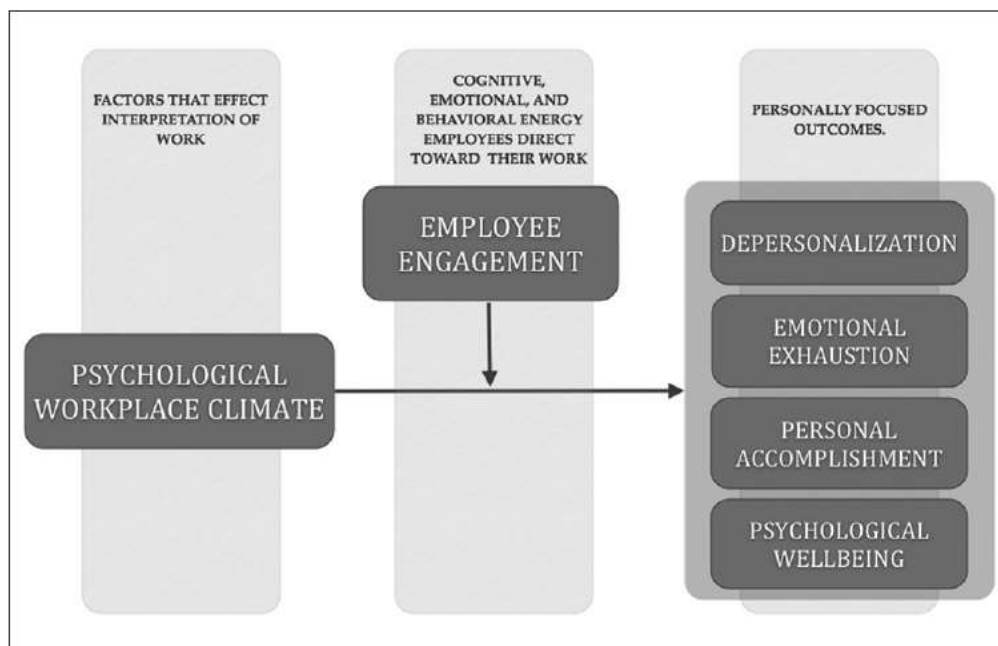


Figure 2. Hypothesized moderation model of employee engagement between psychological workplace climate and individual-level outcomes.

accomplishment, emotional exhaustion, depersonalization, and overall well-being. Further, in response to our second overarching research question, what seems vastly underexplored at this time is a more clear understanding of how employees experience perceptions of wellbeing in relation to levels of engagement. What, if any, differences exist between employees who report higher levels of engagement from those who report lower levels of engagement? Operationalization of this outcome would suggest that employees who report higher levels of engagement would also report higher levels of positive affectivity; the opposite also seems reasonable—those who report lower levels of engagement would report lower levels of positive affectivity.

Initial research seems to suggest that depending on engagement intensity levels, employees may experience differing spiraling states of individual affect (Fredrickson, 1998; Sonnentag, Mojza, Binnewies, & Scholl, 2008). However, the question remains, “Do engaged employees differ from non-engaged employees in meaningful ways, and if so, how?” To further explore the framework proposed by Fredrickson (1998) in the context of engagement, we propose the following for examination:

Hypothesis 3: There is a significant difference between participants who report high levels of employee engagement and low levels of employee engagement in personal accomplishment, emotional exhaustion, depersonalization, and psychological well-being.

More specifically:

- (a) The high engagement group will demonstrate higher personal accomplishment and psychological wellbeing scores than the low engagement group.
- (b) The low engagement group will demonstrate higher emotional exhaustion and depersonalization scores than the high engagement group.

To review, this study’s conceptual framework links Fredrickson’s (1998) broaden-and-build theory of positive emotions and Kahn’s (1990) theory of engagement.

CHAPTER 3

RESEARCH METHODOLOGY

Research methodology is a way of systematically solving the research problem. Research methodology deals with the research design used and methods used to present the study.

3.1 RESEARCH METHODS

A research design is a detailed blue print used to guide a research study toward its objective. The process of designing a research study involves many interrelated decisions. The most significant decision is the choice of research approach, because it determines how the information will be obtained. The choice of the research approach depends on the nature of the research that one wants to do. The research design adopted for this study is Exploratory Research. Exploratory method was adopted because it deals with description of the state of affairs as it exists at present.

The wellness of employees is a retention measure for any organisation and it is a non-exception to this industry also. Personal interviews and observation methods are used to collect primary data. A questionnaire is designed to measure the satisfaction level of employees with regard to employee wellness measures. I have also visited different sections and collected information.

3.2 DATA COLLECTION

For the purpose of the study, both primary and secondary data has been obtained from employees of the organization and with the help of the published information provided by the HR Department of Inncon.

Primary data is collected by issuing a well-designed questionnaire to the employees and their opinions and suggestions were sought with the help of the questionnaire.

The secondary data is gathered with the help of the literature that has been obtained from the organization in the various forms as such magazines, journals, annual report and additional information from personal department of Inncon.

Apart from the questionnaire I took the help of secondary data sources as:

- 📄 Company annual reports
- 📄 Records and documents
- 📄 Magazines and other brochures published by the company
- 📄 News papers and other data sources
- 📄 Websites.

3.3 SAMPLING METHODS

Sampling Design

A sampling design is a definite plan for obtaining a sample from a given population. It refers to the technique adopted by the researcher in selecting items for the sample. Simple random sampling is used

Sample Size

It is a single element or group of elements subjected to selection in the sample. Here in this project, the sampling unit is employees of Inncon and its size is 120

Area of Survey

Area of survey is Inncon, Chennai

3.4 TOOLS & TECHNIQUES

After the data has been collected, analysis is made from questionnaire and tabulation method is followed. Tabulation is a technique procedure where in data is classified and put in the form of tables. The tables thus obtained were analyzed with statistical tools like percentages and pie diagram so that interpretation would be precise and easy.

1. Percentage method
2. Chi-square analysis
3. ANOVA
4. Reliability Test
5. Independent T Test

3.5 LIMITATIONS OF THE STUDY

1. The study is restricted to Inncon alone.
2. Due to time constraint the whole population could not be considered.
3. The study considered only 120 samples.
4. The employees could not contribute more time. Some of the employees won't be willing to answer
5. The research may not reveal exact results due to the bias answers of the employees

CHAPTER 4

DATA ANALYSIS & INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE 1: TABLE SHOWING THE GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	56	46.7	46.7	46.7
	Female	64	53.3	53.3	100.0
	Total	120	100.0	100.0	

Inference: From the table it is inferred that 47% of the respondents are male and 53% of them are female.

CHART 1: CHART SHOWING THE GENDER

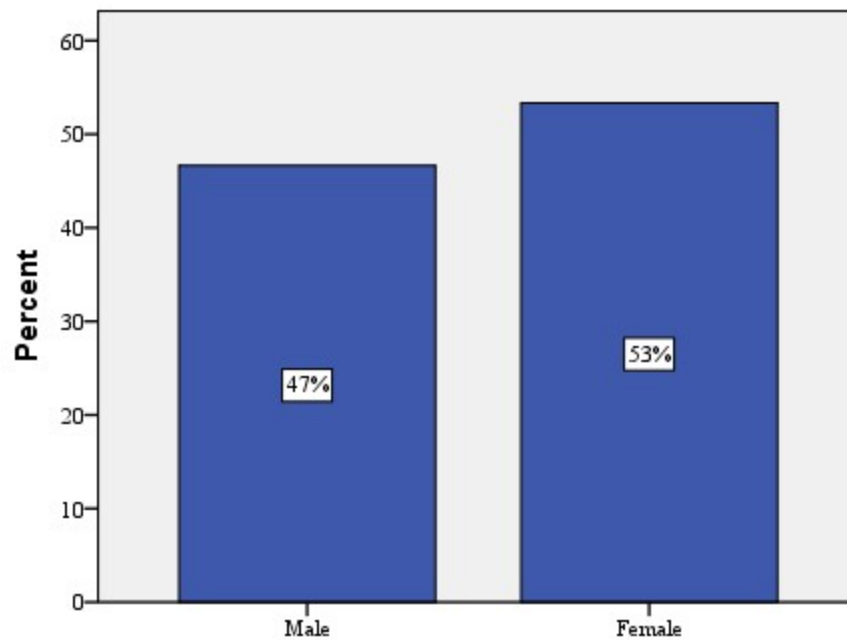


TABLE 2: TABLE SHOWING THE DESIGNATION OF RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Trainee	88	73.3	73.3	73.3
	Programmer	19	15.8	15.8	89.2
	Neutral	10	8.3	8.3	97.5
	Program director	3	2.5	2.5	100.0
	Total	120	100.0	100.0	

Inference: From the table it is inferred that 77% of the respondents are trainees, 15% are working as programmers and 7% are designated as team leader and the rest 1% of the respondents are program directors.

CHART 2: CHART SHOWING THE DESIGNATION OF RESPONDENTS

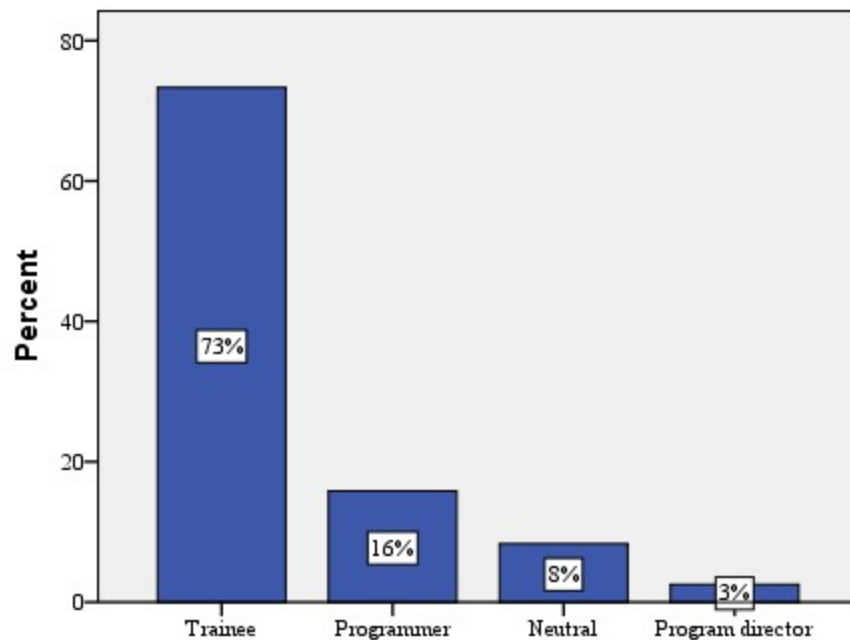


TABLE 3: TABLE SHOWING THE QUALIFICATION OF RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	1	.8	.8	.8
	Graduate	110	91.7	91.7	92.5
	Post Graduate	9	7.5	7.5	100.0
	Total	120	100.0	100.0	

Inference: From the table it is inferred that 1% of the respondents are diploma holders, 92% are graduates and the rest 7% of the respondents are post graduates.

CHART 3: CHART SHOWING THE QUALIFICATION OF RESPONDENTS

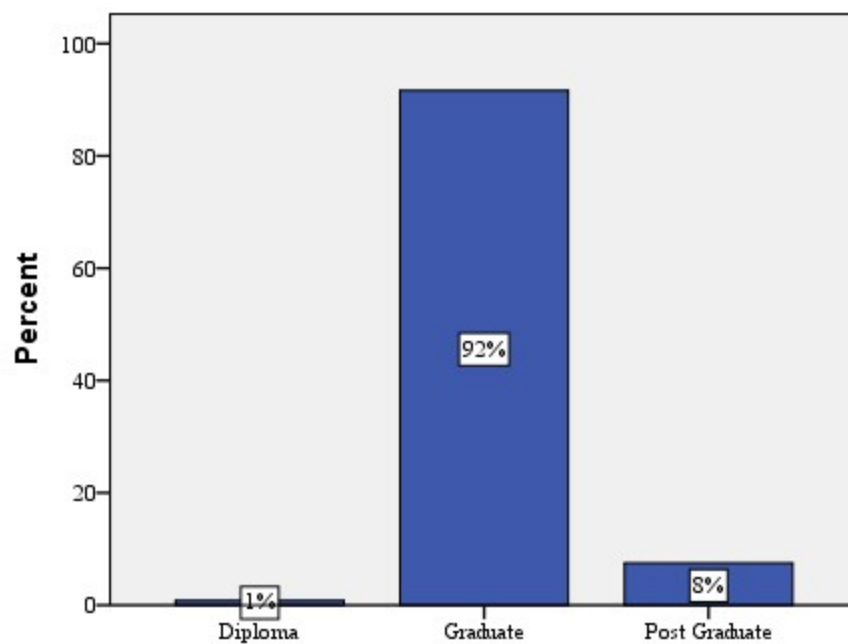


TABLE 4: TABLE SHOWING AGE GROUP OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 Years	62	51.7	51.7	51.7
	31-40 Years	26	21.7	21.7	73.3
	41-50 Years	25	20.8	20.8	94.2
	Above 50 Years	7	5.8	5.8	100.0
	Total	120	100.0	100.0	

Inference: From the above table it is inferred that 52% respondents are belonging to 20 to 30 years group and 22% are of 31 to 40 years and 21% are from the age group of 41 to 50 years and 6% are from above 50 years.

CHART 4: CHART SHOWING AGE GROUP OF THE RESPONDENTS

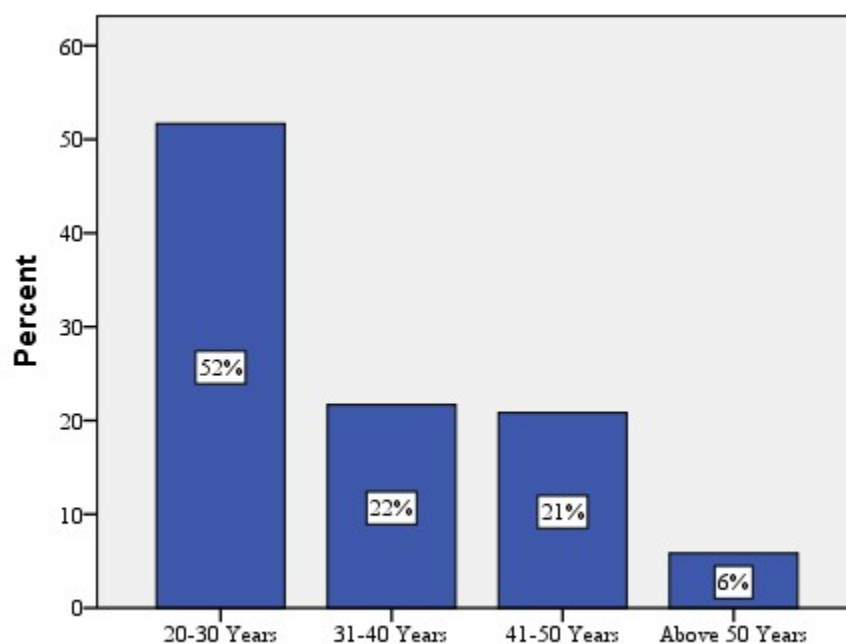


TABLE 5: TABLE SHOWING EXPERIENCE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 Year	36	30.0	30.0	30.0
	1-3 Years	43	35.8	35.8	65.8
	3-5 Years	28	23.3	23.3	89.2
	Above 5 Years	13	10.8	10.8	100.0
	Total	120	100.0	100.0	

Inference: From the table it is inferred that 30% are having the experience of 0 to 1 year and 36% are having experience of 1 to 3 years and 23% are 3 to 5 years experienced, 11% of the respondents are above 5 years experienced

CHART 5: CHART SHOWING EXPERIENCE

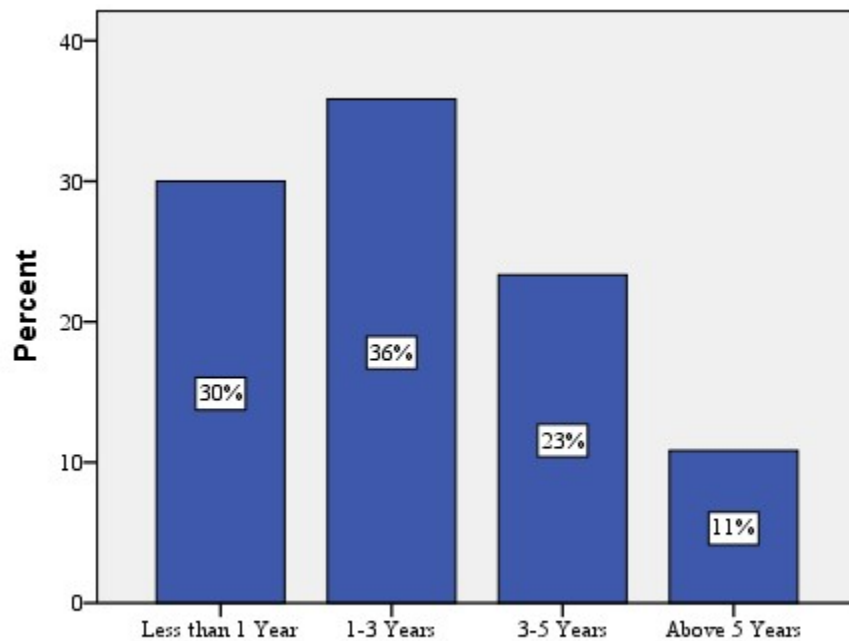


TABLE 6: TABLE SHOWING MARITAL STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	89	74.2	74.2	74.2
	Married	31	25.8	25.8	100.0
	Total	120	100.0	100.0	

Inference: From the table it is inferred that 74% of the respondents are single and 26% of them are married.

CHART 6: CHART SHOWING MARITAL STATUS

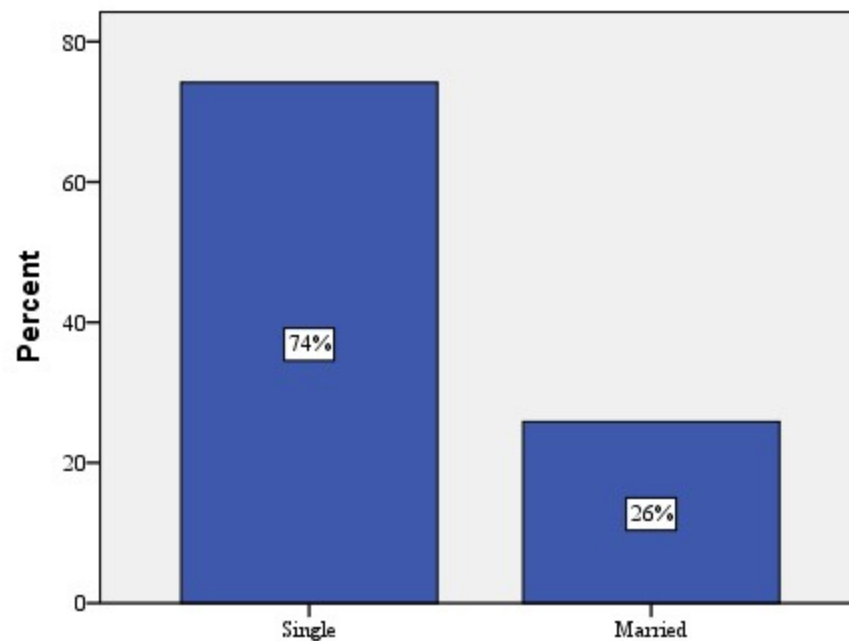


TABLE 7: TABLE SHOWING INCOME OF RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 10,000	29	24.2	24.2	24.2
	11,000-15,000	48	40.0	40.0	64.2
	16,000-20,000	27	22.5	22.5	86.7
	Above 20,000	16	13.3	13.3	100.0
	Total	120	100.0	100.0	

Inference: From the above table it is inferred 24% of the respondents are earning below 10,000 per month, 40% are earning 11000-15000, 23% are earning 16000-20000 and the rest 13% of the respondents are having more than 20,000 per month as their income

CHART 7: CHART SHOWING INCOME OF RESPONDENTS

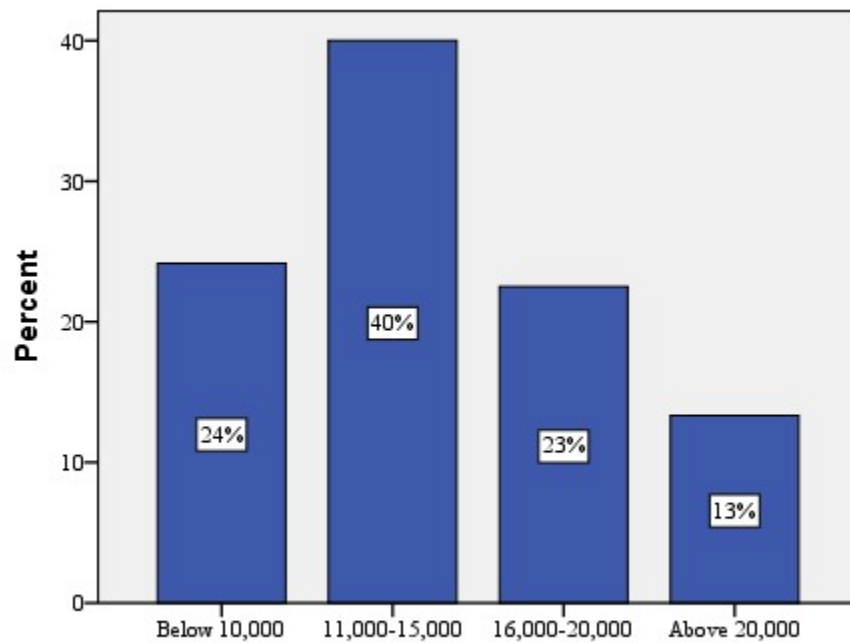


TABLE 5: TABLE SHOWING PARTICIPATIVE MANAGEMENT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Allowing employees to give suggestions	1	.8	.8	.8
	Encourage employees in implementation of management decisions	1	.8	.8	1.7
	Being invited to be a union member for a committee	84	70.0	70.0	71.7
	Expression of ideas to any level of official	22	18.3	18.3	90.0
	Other	12	10.0	10.0	100.0
	Total	120	100.0	100.0	

Inference: 1% of the respondents feel that the organization allows employee to give suggestion, 1% of the respondents feel encourage employees in implementation of management decisions, 70% of the respondents feel being invited to be a union member for a committee, 18% of the respondents feel expression of ideas to any level of official and 10% of the respondents feel other options

CHART 5: CHART SHOWING PARTICIPATIVE MANAGEMENT

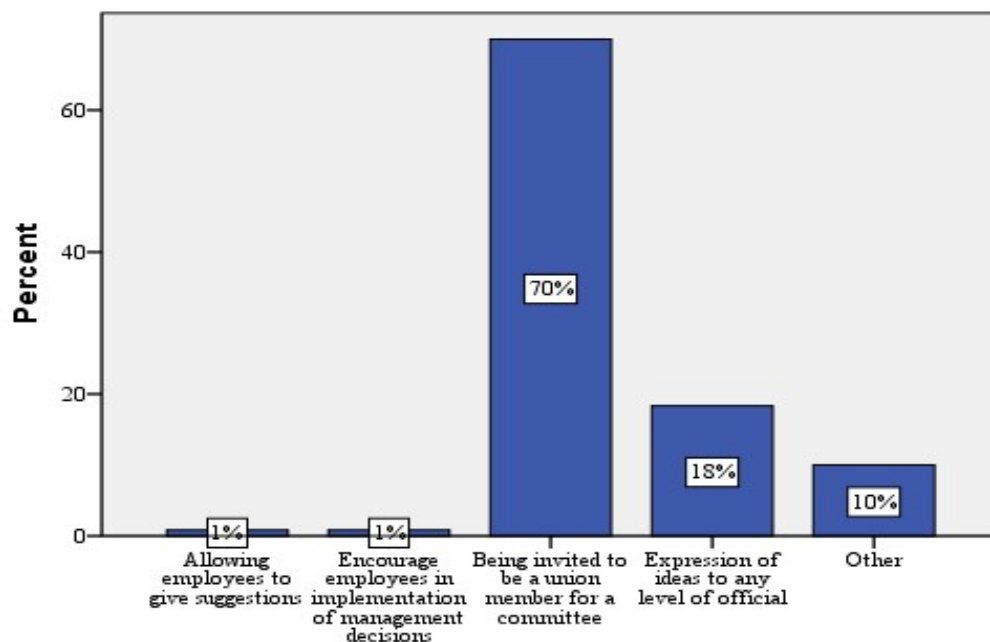


TABLE 6: TABLE SHOWING EMPLOYEE ENGAGEMENT IN MANAGEMENT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	1	.8	.8	.8
	Agree	1	.8	.8	1.7
	Neutral	84	70.0	70.0	71.7
	Disagree	22	18.3	18.3	90.0
	Strongly Disagree	12	10.0	10.0	100.0
	Total	120	100.0	100.0	

Inference: 1% of the employees strongly agree that the senior management involves them in decision making process, 1% agree this statement, 70% of them are neutral, 18% disagree this and 10% of the respondents strongly disagree this

CHART 6: CHART SHOWING EMPLOYEE ENGAGEMENT IN MANAGEMENT

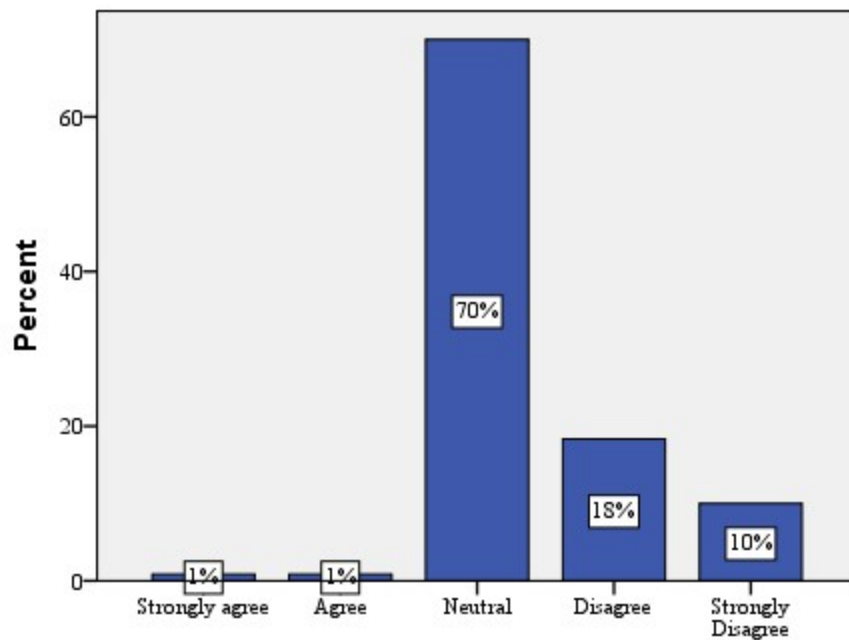


TABLE 7: TABLE SHOWING EMPLOYEE'S AUTHORITIES TO DO THEIR WORK

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	23	19.2	19.2	19.2
	Agree	8	6.7	6.7	25.8
	Neutral	84	70.0	70.0	95.8
	Disagree	4	3.3	3.3	99.2
	Strongly Disagree	1	.8	.8	100.0
	Total	120	100.0	100.0	

Inference: 19% of the employees strongly agree that the employees have sufficient authorities to do their area of work, 6% agree this statement, 70% of them are neutral, 3% disagree this and 1% of the respondents strongly disagree this

CHART 7: CHART SHOWING EMPLOYEE'S AUTHORITIES TO DO THEIR WORK

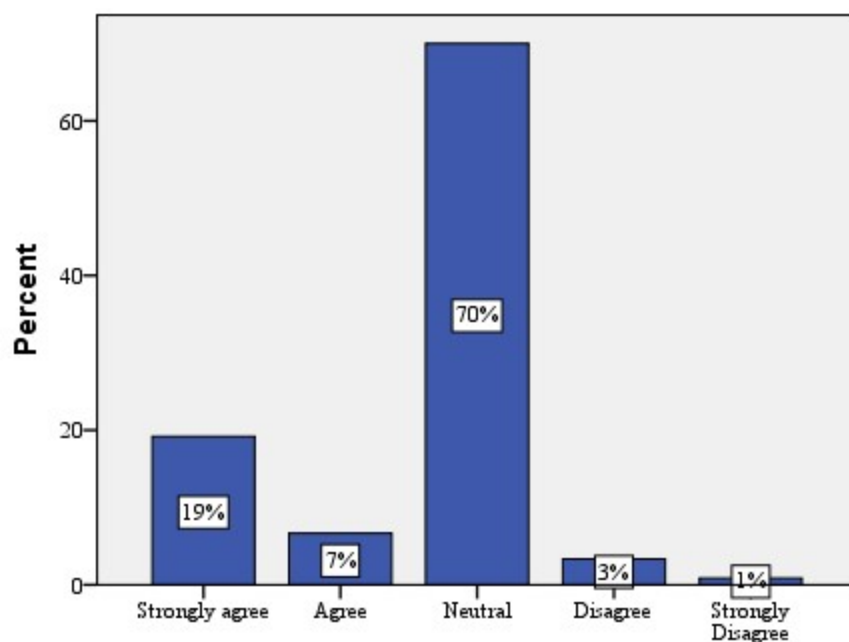


TABLE 8: TABLE SHOWING EMPLOYEES FEELING ABOUT WORK IMPORTANCE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	18	15.0	15.0	15.0
	Agree	69	57.5	57.5	72.5
	Neutral	17	14.2	14.2	86.7
	Disagree	12	10.0	10.0	96.7
	Strongly Disagree	4	3.3	3.3	100.0
	Total	120	100.0	100.0	

Inference: 15% of the employees strongly agree that the employees feel that their work is meaningful and important to the company, 58% agree this statement, 14% of them are neutral, 10% disagree this and 3% of the respondents strongly disagree this

CHART 8: CHART SHOWING EMPLOYEES FEELING ABOUT WORK IMPORTANCE

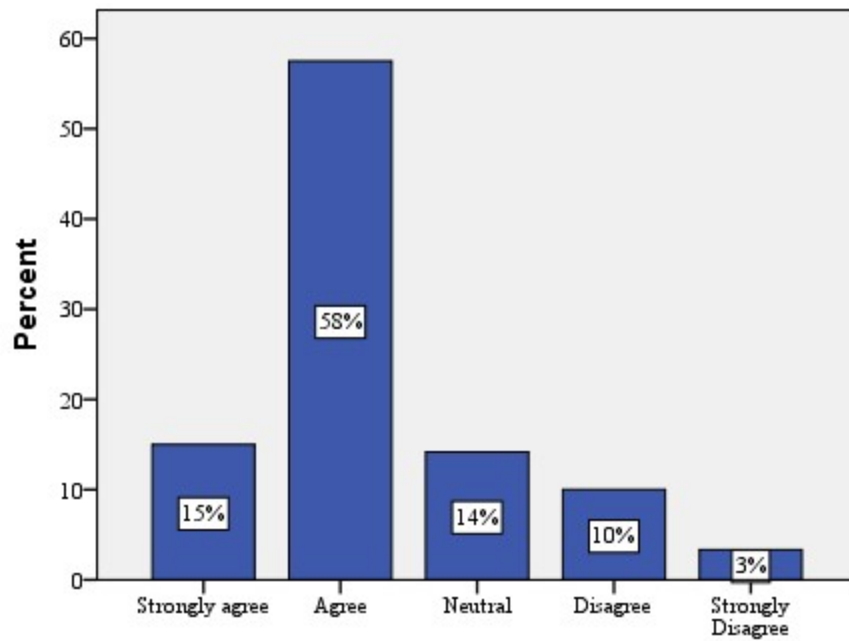


TABLE 9
TABLE SHOWING OPINION REGARDING JOB SATISFACTION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Just allowed to work independently	13	10.8	10.8	10.8
	Being allowed to participate in the Implementation level	36	30.0	30.0	40.8
	Being allowed at a discussion stage itself	60	50.0	50.0	90.8
	Just expression of opinions to officers	8	6.7	6.7	97.5
	Others	3	2.5	2.5	100.0
	Total	120	100.0	100.0	

Inference:

11% of the respondents feel they should allowed to work independently is their opinion regarding satisfaction, 30% of the respondents feel being allowed to participate in the implementation level, 50% of the respondents said they should be allowed at discussion stage itself and 7% of the respondents feel just expression of opinions to officers and the rest respondents said other options

CHART 9

CHART SHOWING OPINION REGARDING JOB SATISFACTION

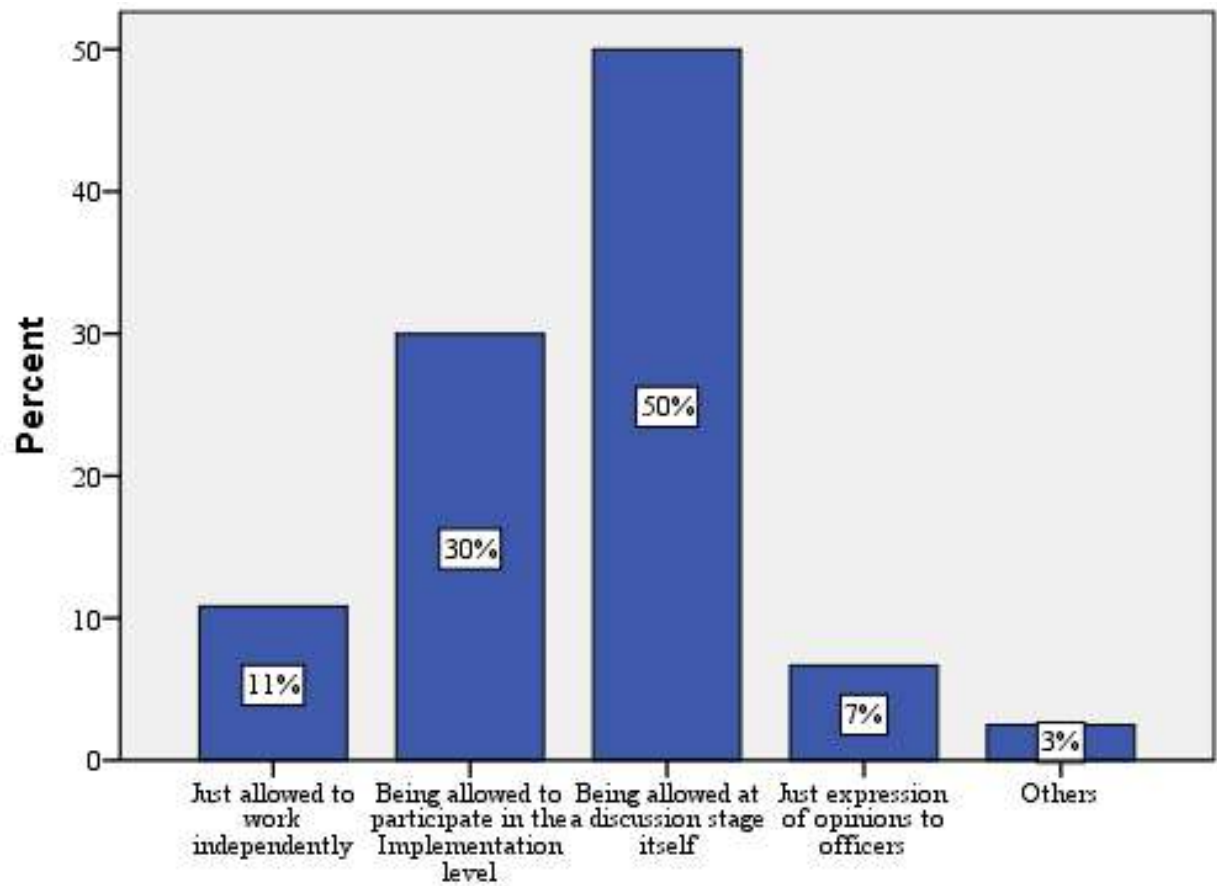


TABLE 10: TABLE SHOWING TEAM AWARDS FOR STRONG BOND

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	71	59.2	59.2	59.2
	Agree	29	24.2	24.2	83.3
	Neutral	7	5.8	5.8	89.2
	Disagree	9	7.5	7.5	96.7
	Strongly Disagree	4	3.3	3.3	100.0
	Total	120	100.0	100.0	

Inference: 59% of the employees strongly agree that the team awards help in building a strong bond among the team members and motivate to perform better, 24% agree this statement, 6% of them are neutral, 8% disagree this and 3% of the respondents strongly disagree this

CHART 10: CHART SHOWING TEAM AWARDS FOR STRONG BOND

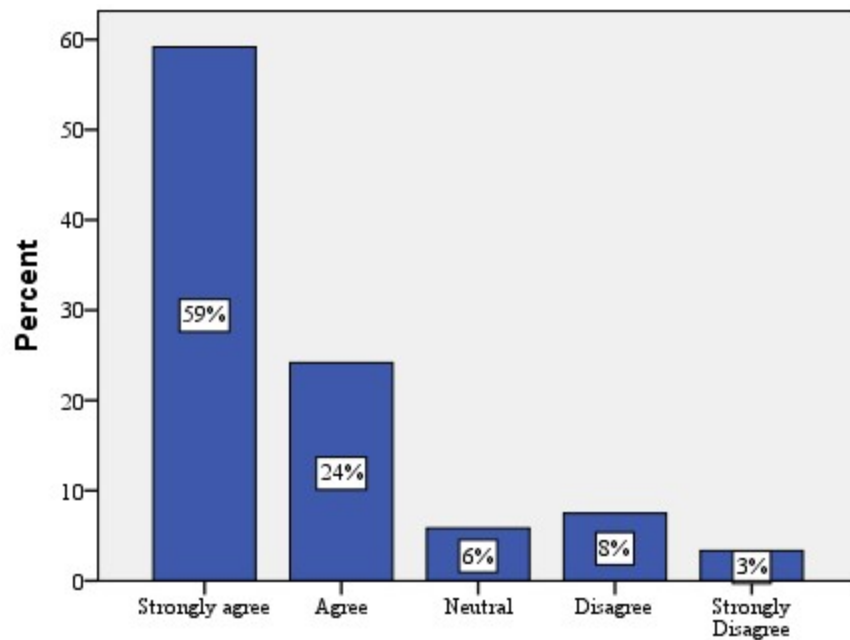


TABLE 11: TABLE SHOWING SATISFACTION WITH TEAM GOALS AND OBJECTIVES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fully Satisfied	17	14.2	14.2	14.2
	Satisfied	64	53.3	53.3	67.5
	Neutral	29	24.2	24.2	91.7
	Not satisfied	7	5.8	5.8	97.5
	Not at all satisfied	3	2.5	2.5	100.0
	Total	120	100.0	100.0	

Inference: 14% of the respondents are fully satisfied with the team goals and objectives, 53% of the respondents are satisfied, 24% of the respondents are neutral towards this, 6% of them are not satisfied and 3% of the respondents are not at all satisfied

CHART 11: CHART SHOWING SATISFACTION WITH TEAM GOALS AND OBJECTIVES

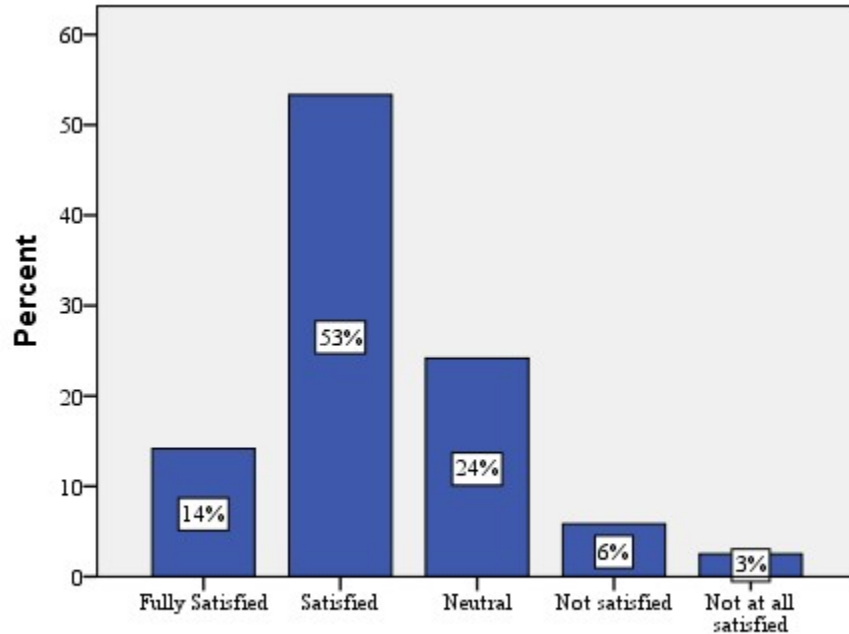


TABLE 12: TABLE SHOWING SATISFACTION WITH DEVELOPMENT OPPORTUNITIES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fully Satisfied	14	11.7	11.7	11.7
	Satisfied	40	33.3	33.3	45.0
	Neutral	57	47.5	47.5	92.5
	Not satisfied	5	4.2	4.2	96.7
	Not at all satisfied	4	3.3	3.3	100.0
	Total	120	100.0	100.0	

Inference: 12% of the respondents are fully satisfied with present development opportunities in their team, 33% of the respondents are satisfied, 48% of the respondents are neutral towards this, 4% of them are not satisfied and 3% of the respondents are not at all satisfied

CHART 12: CHART SHOWING SATISFACTION WITH DEVELOPMENT OPPORTUNITIES

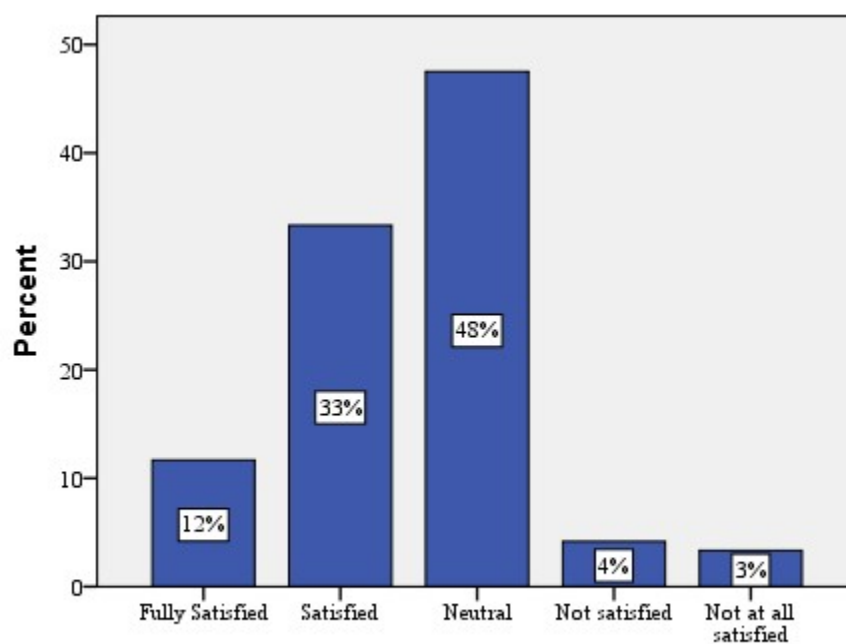


TABLE 13: TABLE SHOWING RULES AND RESPONSIBILITIES ARE CLEAR

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Clear	71	59.2	59.2	59.2
	Clear	15	12.5	12.5	71.7
	Neutral	14	11.7	11.7	83.3
	Not Clear	16	13.3	13.3	96.7
	Not at all clear	4	3.3	3.3	100.0
	Total	120	100.0	100.0	

Inference: 59% of the respondents are very clear about the rules and responsibilities which are clearly spoken in the team, 13% of the respondents are clear, 12% of the respondents said they are neutral, 13% of them said it is not clear and 3% of the respondents said not is not at all clear

CHART 13: CHART SHOWING RULES AND RESPONSIBILITIES ARE CLEAR

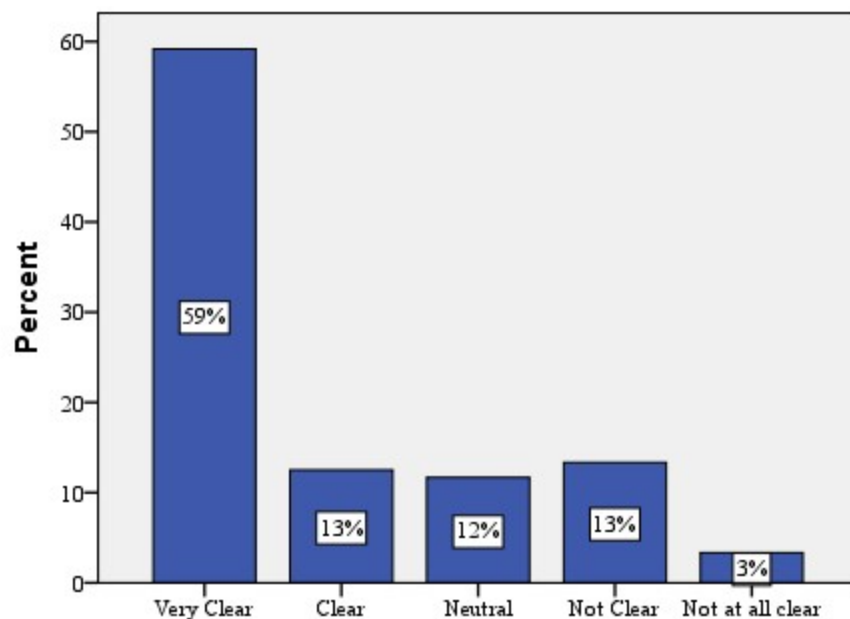


TABLE 14: TABLE SHOWING CONFLICT DESTRUCTIVE IN THE TEAM

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	41	34.2	34.2	34.2
	Agree	41	34.2	34.2	68.3
	Neutral	26	21.7	21.7	90.0
	Disagree	11	9.2	9.2	99.2
	Strongly Disagree	1	.8	.8	100.0
	Total	120	100.0	100.0	

Inference: 34% of the employees strongly agree that conflicts are destructive in their team, 34% agree this statement, 22% of them are neutral, 9% disagree this and 1% of the respondents strongly disagree this

CHART 14: CHART SHOWING CONFLICT DESTRUCTIVE IN THE TEAM

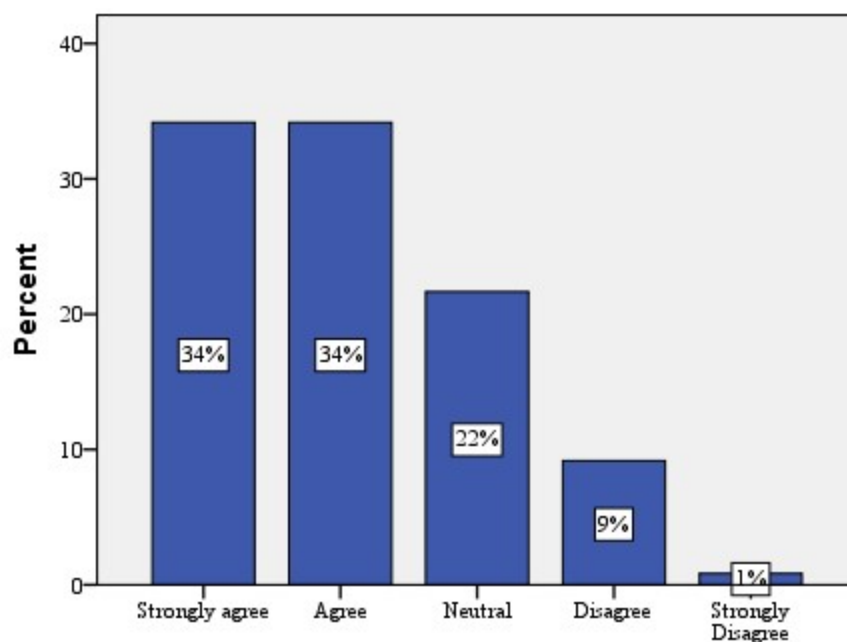


TABLE 15 : TABLE SHOWING MISTRUST AND HOSTILITY IN THE TEAM

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	3.3	3.3	3.3
	No	116	96.7	96.7	100.0
	Total	120	100.0	100.0	

Inference: 3% of the respondents feel there is mistrust and hostility in the team and 97% of them said it is not

CHART 15

CHART SHOWING MISTRUST AND HOSTILITY IN THE TEAM

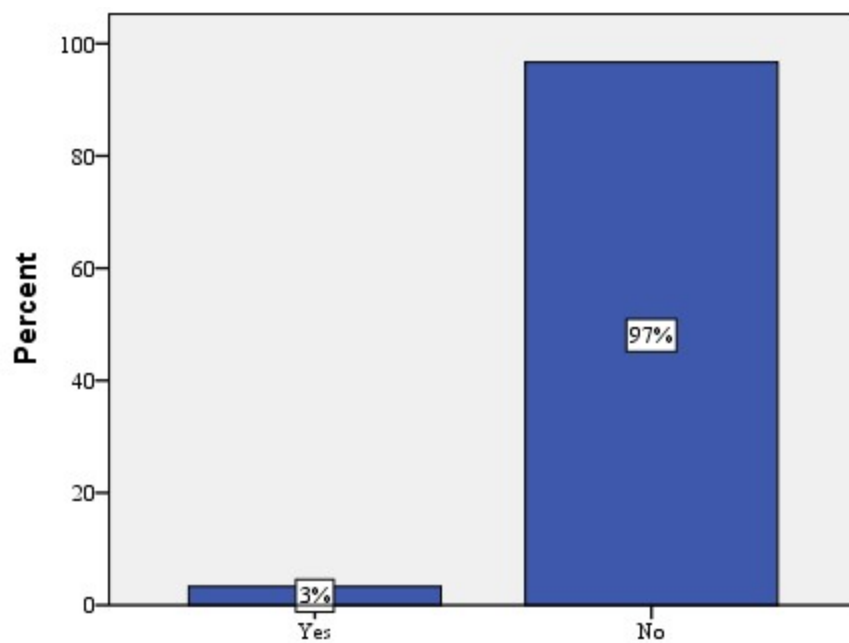


TABLE 16: TABLE SHOWING TEAM MEMBERS ARE GOOD LISTENERS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	20	16.7	16.7	16.7
	Agree	33	27.5	27.5	44.2
	Neutral	58	48.3	48.3	92.5
	Disagree	5	4.2	4.2	96.7
	Strongly Disagree	4	3.3	3.3	100.0
	Total	120	100.0	100.0	

Inference: 17% of the employees strongly agree that their team members are good listeners, 28% agree this statement, 48% of them are neutral, 4% disagree this and 3% of the respondents strongly disagree this

CHART 16: CHART SHOWING TEAM MEMBERS ARE GOOD LISTENERS

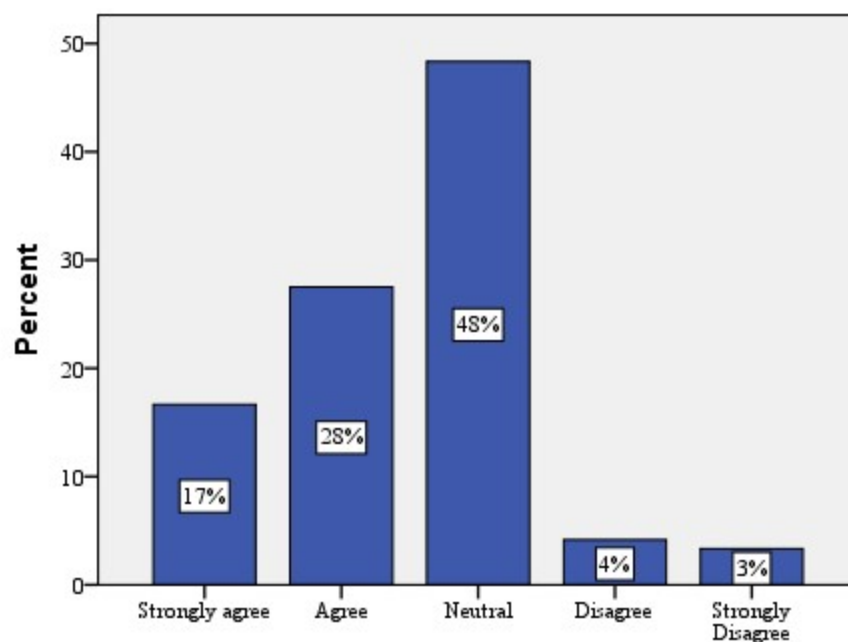


TABLE 17: TABLE SHOWING EMPLOYEES LEVEL OF SATISFACTION

	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total
Flexibility of Work Hours	15	26	69	8	2	120
Opportunity to use new technologies	28	22	60	9	1	120
Opportunity to work on interesting projects	19	26	73	2	0	120
Communication with your supervisor	15	19	83	3	0	120
Sponsored training and seminars	29	24	65	1	1	120

Inference:

- ✓ Out of 120 respondents 15 of them said they are highly satisfied with the flexibility that exist in the work hours, 26 of them are satisfied, 69 of them are neutral towards this, 8 of them are dissatisfied and 2 of them are highly dissatisfied
- ✓ Out of 120 respondents 28 of them said they are highly satisfied with the opportunity to use new technology, 22 of them are satisfied, 60 of them are neutral towards this, 9 of them are dissatisfied and 1 of them are highly dissatisfied
- ✓ Out of 120 respondents 19 of them said they are highly satisfied with the opportunity to work on interesting projects, 26 of them are satisfied, 73 of them are neutral towards this, 2 of them are dissatisfied
- ✓ Out of 120 respondents 15 of them said they are highly satisfied with the communication with their supervisor, 19 of them are satisfied, 83 of them are neutral towards this, 3 of them are dissatisfied
- ✓ Out of 120 respondents 29 of them said they are highly satisfied with sponsored training and seminars, 24 of them are satisfied, 65 of them are neutral towards this, 1 of them are dissatisfied and 1 of them are highly dissatisfied

CHART 17: CHART SHOWING EMPLOYEES LEVEL OF SATISFACTION

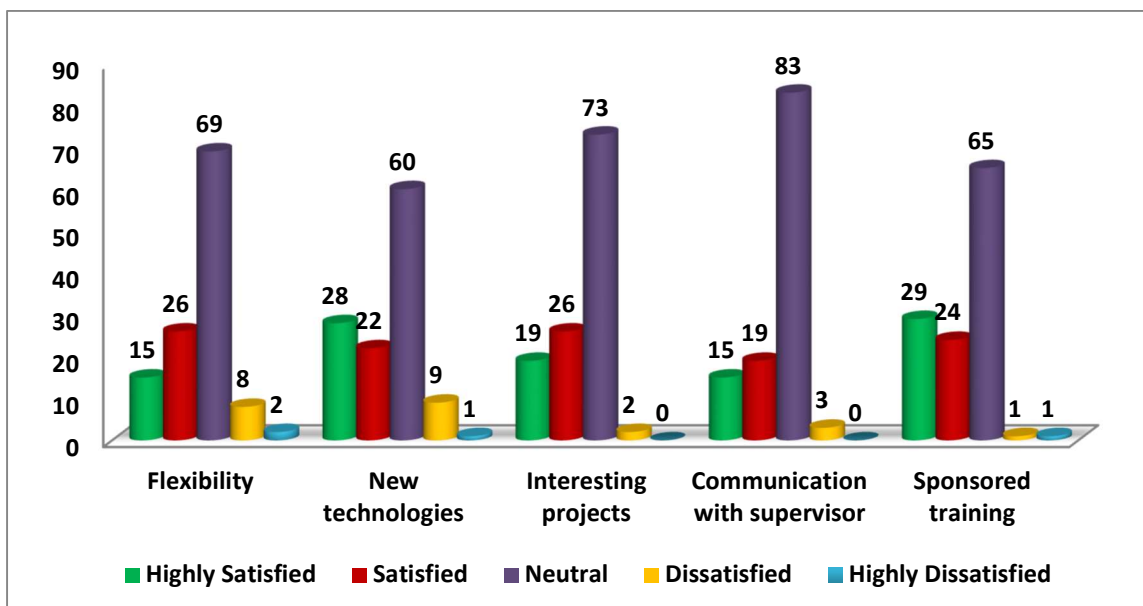


TABLE 18: TABLE SHOWING SENIOR MANAGEMENT'S RECOGNIZATON

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	By Performance Appraisal	17	14.2	14.2	14.2
	By Co-workers	48	40.0	40.0	54.2
	By Immediate Supervisor	45	37.5	37.5	91.7
	From previous records	6	5.0	5.0	96.7
	Others	4	3.3	3.3	100.0
	Total	120	100.0	100.0	

Inference: 14% of the employees said that the senior management recognize their performance by performance appraisal, 40% feel it is through their co-workers, 38% of the respondents said by immediate supervisors, 5% said from previous records and the rest 3% said other means

**CHART 18: TABLE SHOWING SENIOR MANAGEMENT’S RECOGNIZATON OF
EMPLOYEE PERFORMANCE**

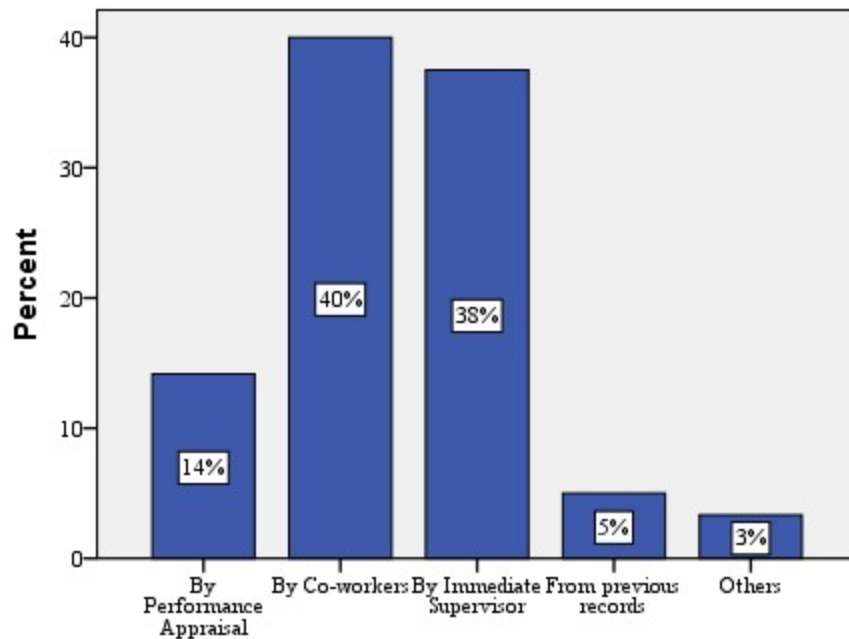


TABLE 19: TABLE SHOWING MANAGERS HELP TO THEIR SUBORDINATES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	7.5	7.5	7.5
	Agree	35	29.2	29.2	36.7
	Neutral	63	52.5	52.5	89.2
	Disagree	7	5.8	5.8	95.0
	Strongly Disagree	6	5.0	5.0	100.0
	Total	120	100.0	100.0	

Inference: 8% of the employees strongly agree that managers always help their subordinates to learn, 29% agree this statement, 53% of them are neutral, 6% disagree this and 5% of the respondents strongly disagree this

CHART 19: CHART SHOWING MANAGERS HELP TO THEIR SUBORDINATES

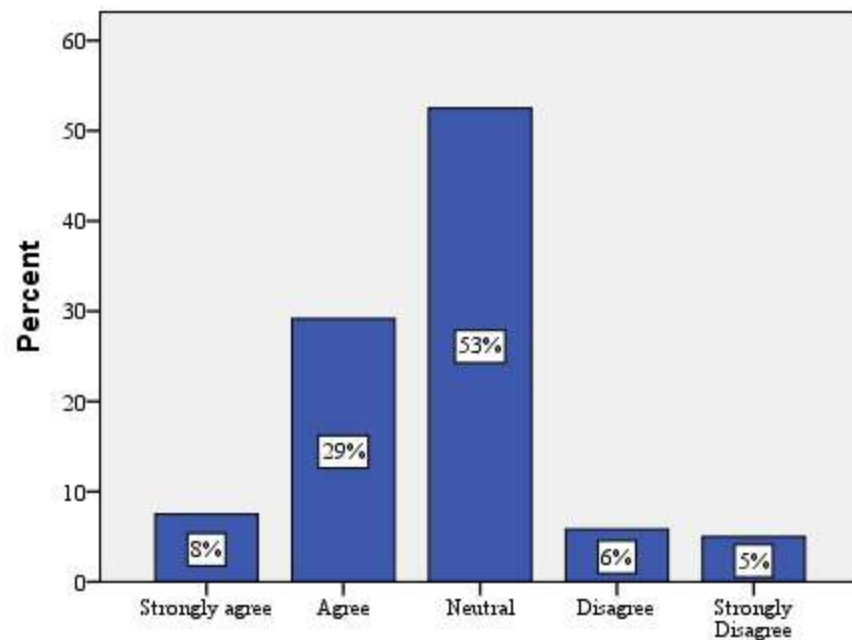


TABLE 20: TABLE SHOWING INDIVIDUAL PARTICIPATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	11	9.2	9.2	9.2
	Agree	39	32.5	32.5	41.7
	Neutral	63	52.5	52.5	94.2
	Disagree	4	3.3	3.3	97.5
	Strongly Disagree	3	2.5	2.5	100.0
	Total	120	100.0	100.0	

Inference: 9% of the respondents strongly agree that the individual participation is always encouraged in the team, 33% of the respondents agreed, 19% of the respondents disagree and 14% of the respondents strongly disagree the above statement

CHART 20: CHART SHOWING INDIVIDUAL PARTICIPATION

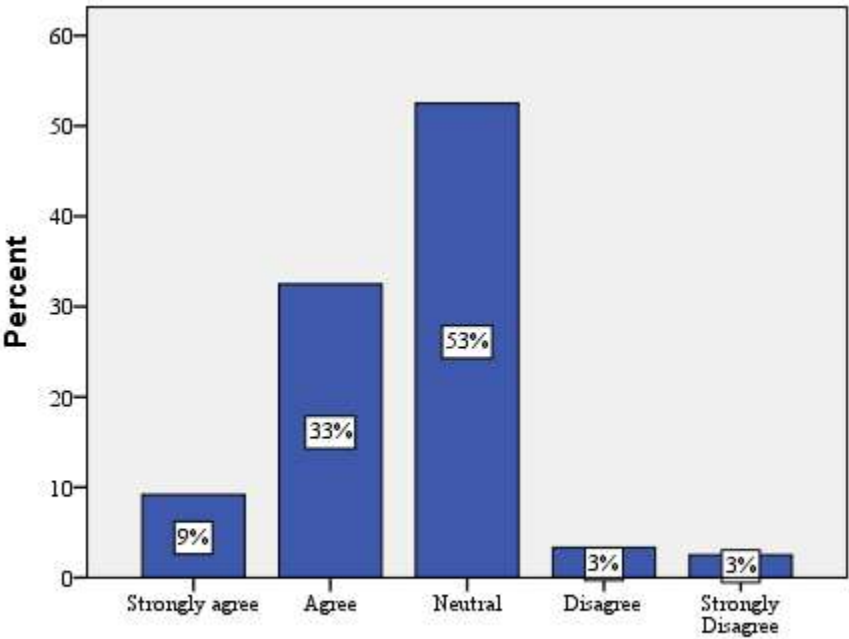
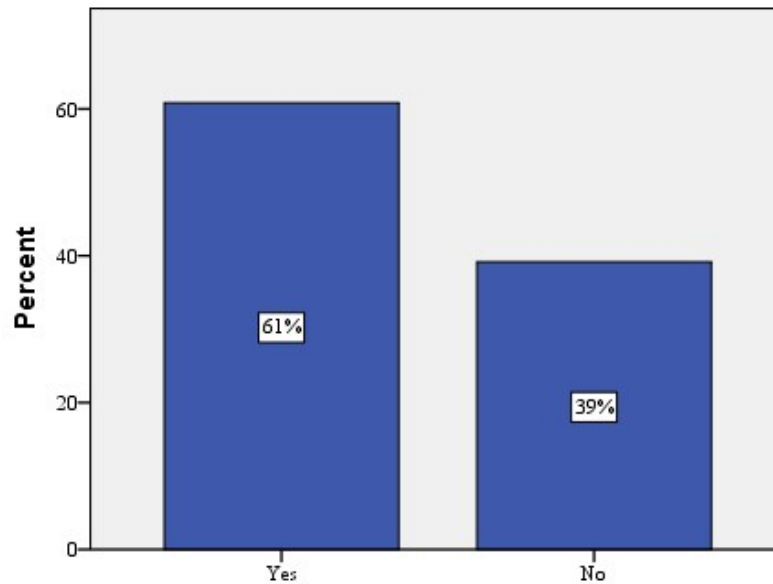


TABLE 21: TABLE SHOWING TEAM GROWTH DURING THE PAST PERIOD

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	73	60.8	60.8	60.8
	No	47	39.2	39.2	100.0
	Total	120	100.0	100.0	

Inference: 61% of the respondents said they witness team growth during the past period and 39% of the respondents denied this

CHART 21: CHART SHOWING TEAM GROWTH DURING THE PAST PERIOD



4.2 CHI-SQUARE TEST

Respondents' designation and their opinion on role clarity at Inncon

To find the reliability of the collected data Chi-square test has to be conducted, required hypothesis is the null hypothesis

H_0 = There is no significant difference between designation of the respondents and their opinion on role clarity

H_1 = There is a significant difference between designation of the respondents and their opinion on role clarity

Designation * Roles Crosstabulation								
			Roles					Total
			Very Clear	Clear	Neutral	Not Clear	Not at all clear	
Designation	Trainee	Count	55	10	12	8	3	88
		Expected Count	52.1	11.0	10.3	11.7	2.9	88.0
	Programmer	Count	10	3	0	5	1	19
		Expected Count	11.2	2.4	2.2	2.5	.6	19.0
	Neutral	Count	4	1	2	3	0	10
		Expected Count	5.9	1.3	1.2	1.3	.3	10.0
	Program director	Count	2	1	0	0	0	3
		Expected Count	1.8	.4	.4	.4	.1	3.0
Total	Count		71	15	14	16	4	120
	Expected Count		71.0	15.0	14.0	16.0	4.0	120.0

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.474 ^a	12	.408
Likelihood Ratio	14.530	12	.268
Linear-by-Linear Association	1.010	1	.315
N of Valid Cases	120		
a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .10.			

Inference: Chi square value of $\chi^2 (12) 12.47 > P (0.408)$ and the accepted is Null Hypothesis. Hence there is no significant difference between designation of the respondents and their opinion on role clarity

4.3 ONE WAY ANOVA

Hypothesis set between age of the respondents and their opinion on the senior managers' recognition of the employee performance

Null Hypothesis:

Ho = There is no statistically significant relationship between age of the respondents and their opinion on the senior managers' recognition of the employee performance

Alternate Hypothesis:

H₁ = There is a statistically significant relationship between age of the respondents and their opinion on the senior managers' recognition of the employee performance

Descriptives								
Recognize								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20-30 Years	62	2.50	.954	.121	2.26	2.74	1	5
31-40 Years	26	2.62	.852	.167	2.27	2.96	1	5
41-50 Years	25	2.12	.833	.167	1.78	2.46	1	4
Above 50	7	2.29	.951	.360	1.41	3.17	1	4
Total	120	2.43	.914	.083	2.27	2.60	1	5

ANOVA					
Recognize					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.744	3	1.248	1.512	.215
Within Groups	95.722	116	.825		
Total	99.467	119			

Inference: This is the table that shows the output of the ANOVA analysis have no statistically significant difference between our group means. We can see that the significance level is 0.215 ($p = .215$), which is more than 0.05, therefore, there is no statistically significant difference between age of the respondents and their opinion on the senior managers' recognition of the employee performance

4.4 RELIABILITY ANALYSIS

Cronbach coefficient was employed to ascertain the reliability for this research. The results been presented as below:-

Case Processing Summary			
		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.864	28

Item Statistics			
	Mean	Std. Deviation	N
Gender	1.53	.501	120
Designation	1.40	.749	120
Education	2.07	.282	120
Age	1.81	.964	120
Experience	2.15	.976	120
Marital	1.26	.440	120
Salary	2.25	.972	120
Participative	3.36	.708	120
Seniormanagement	3.36	.708	120
Sufficient	2.60	.864	120
Meaningful	2.29	.956	120
Jobsatisfaction	2.60	.864	120
Team	1.72	1.086	120
Goals	2.29	.873	120
present	2.54	.878	120
Roles	1.89	1.242	120
Conflict	2.08	1.001	120
Mistrust	1.97	.180	120
Goodlisteners	2.50	.935	120
Flexibility	2.50	.889	120

Newtechnology	2.53	.840	120
Interesting	1.60	.803	120
Communication	2.61	.853	120
Sponsored	2.63	.943	120
Recognize	2.43	.914	120
Alwaysshelp	2.72	.881	120
Individual	2.58	.806	120
Witness	1.39	.490	120

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
62.66	38.882	6.236	28

INTERPRETATION: Reliability test was carried out using SPSS software and the reliability of the item was measured. The result is as follows: The closer the reliability coefficient gets to the value of 1.0, the better the reliability of the measures is [Cronbach, 1951]. It can be seen that Cronbach's Alpha value of this study is 0.864 and the Cronbach's Alpha Based on Standardized Items with n as 28 is 0.864. So, the collected data is highly reliable. This scale can be considered to be excellent. The reliability test was used for the satisfaction set of variables

4.5 INDEPENDENT T TEST

Null Hypothesis: H_0 = There is no statistically significant relationship between gender of the respondents and their level of satisfaction towards the flexibility of work hours of respondents

Alternate Hypothesis: H_1 = There is a statistically significant relationship between gender of the respondents and their level of satisfaction towards the flexibility of work hours of respondents

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Flexibility	Male	56	2.36	.699	.093
	Female	64	2.63	1.016	.127

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Flexibility	Equal variances assumed	5.306	.023	-1.659	118	.100	-.268	.161	-.588	.052
	Equal variances not assumed			-1.699	112.038	.092	-.268	.158	-.580	.044

INTERPRETATION: From the above table it is clear that the significance (0.023) is lesser than 0.05. A value less than .05 means that the variability in the two conditions is the same. That the scores in one condition vary too much more than the scores in the second condition. Put scientifically, it means that the variability in the two conditions is statistically significantly.

CHAPTER 5

FINDINGS AND SUGGESTIONS

5.1 FINDINGS OF THE STUDY

- ✓ 47% of the respondents are male and 53% of them are female.
- ✓ 77% of the respondents are trainees, 15% are working as programmers and 7% are designated as team leader and the rest 1% of the respondents are program directors.
- ✓ 1% of the respondents are diploma holders, 92% are graduates and the rest 7% of the respondents are post graduates.
- ✓ 52% respondents are belonging to 20 to 30 years group and 22% are of 31 to 40 years and 21% are from the age group of 41 to 50 years and 6% are from above 50 years.
- ✓ 30% are having the experience of 0 to 1 year and 36% are having experience of 1 to 3 years and 23% are 3 to 5 years experienced, 11% of the respondents are above 5 years experienced
- ✓ 74% of the respondents are single and 26% of them are married.
- ✓ 24% of the respondents are earning below 10,000 per month, 40% are earning 11000-15000, 23% are earning 16000-20000 and the rest 13% of the respondents are having more than 20,000 per month as their income
- ✓ 1% of the respondents feel that the organization allows employee to give suggestion, 1% of the respondents feel encourage employees in implementation of management decisions, 70% of the respondents feel being invited to be a union member for a committee, 18% of the respondents feel expression of ideas to any level of official and 10% of the respondents feel other options
- ✓ 1% of the employees strongly agree that the senior management involves them in decision making process, 1% agree this statement, 70% of them are neutral, 18% disagree this and 10% of the respondents strongly disagree this
- ✓ 19% of the employees strongly agree that the employees have sufficient authorities to do their area of work, 6% agree this statement, 70% of them are neutral, 3% disagree this and 1% of the respondents strongly disagree this
- ✓ 15% of the employees strongly agree that the employees feel that their work is meaningful and important to the company, 58% agree this statement, 14% of them are neutral, 10% disagree this and 3% of the respondents strongly disagree this
- ✓ 11% of the respondents feel they should allowed to work independently is their opinion regarding satisfaction, 30% of the respondents feel being allowed to participate in the implementation level, 50% of the respondents said they should be allowed at discussion stage

itself and 7% of the respondents feel just expression of opinions to officers and the rest respondents said other options

- ✓ 59% of the employees strongly agree that the team awards help in building a strong bond among the team members and motivate to perform better, 24% agree this statement, 6% of them are neutral, 8% disagree this and 3% of the respondents strongly disagree this
- ✓ 14% of the respondents are fully satisfied with the team goals and objectives, 53% of the respondents are satisfied, 24% of the respondents are neutral towards this, 6% of them are not satisfied and 3% of the respondents are not at all satisfied
- ✓ 12% of the respondents are fully satisfied with present development opportunities in their team, 33% of the respondents are satisfied, 48% of the respondents are neutral towards this, 4% of them are not satisfied and 3% of the respondents are not at all satisfied
- ✓ 59% of the respondents are very clear about the rules and responsibilities which are clearly spoken in the team, 13% of the respondents are clear, 12% of the respondents said they are neutral, 13% of them said it is not clear and 3% of the respondents said not is not at all clear
- ✓ 34% of the employees strongly agree that conflicts are destructive in their team, 34% agree this statement, 22% of them are neutral, 9% disagree this and 1% of the respondents strongly disagree this
- ✓ 3% of the respondents feel there is mistrust and hostility in the team and 97% of them said it is not
- ✓ 17% of the employees strongly agree that their team members are good listeners, 28% agree this statement, 48% of them are neutral, 4% disagree this and 3% of the respondents strongly disagree this
- ✓ Out of 120 respondents 15 of them said they are highly satisfied with the flexibility that exist in the work hours, 26 of them are satisfied, 69 of them are neutral towards this, 8 of them are dissatisfied and 2 of them are highly dissatisfied
- ✓ Out of 120 respondents 28 of them said they are highly satisfied with the opportunity to use new technology, 22 of them are satisfied, 60 of them are neutral towards this, 9 of them are dissatisfied and 1 of them are highly dissatisfied
- ✓ Out of 120 respondents 19 of them said they are highly satisfied with the opportunity to work on interesting projects, 26 of them are satisfied, 73 of them are neutral towards this, 2 of them are dissatisfied

- ✓ Out of 120 respondents 15 of them said they are highly satisfied with the communication with their supervisor, 19 of them are satisfied, 83 of them are neutral towards this, 3 of them are dissatisfied
- ✓ Out of 120 respondents 29 of them said they are highly satisfied with sponsored training and seminars, 24 of them are satisfied, 65 of them are neutral towards this, 1 of them are dissatisfied and 1 of them are highly dissatisfied
- ✓ 14% of the employees said that the senior management recognize their performance by performance appraisal, 40% feel it is through their co-workers, 38% of the respondents said by immediate supervisors, 5% said from previous records and the rest 3% said other means
- ✓ 8% of the employees strongly agree that managers always help their subordinates to learn, 29% agree this statement, 53% of them are neutral, 6% disagree this and 5% of the respondents strongly disagree this
- ✓ 9% of the respondents strongly agree that the individual participation is always encouraged in the team, 33% of the respondents agreed, 19% of the respondents disagree and 14% of the respondents strongly disagree the above statement
- ✓ 61% of the respondents said they witness team growth during the past period and 39% of the respondents denied this

5.2 SUGGESTIONS & RECOMMENDATIONS

- ✓ Employees' participation in management has presumed great prominence these days because it reduces organizational unrest and helps employees to understand the outlook of management in the organization.
- ✓ Inncon is giving maximum importance to the employees' participation in management.
- ✓ The organization has been seen to follow complete participative mechanism.
- ✓ There exist a healthy sign of team spirit and co-operation among the employees in the organization. The employees seem to understand and co-operate with each other in the team.
- ✓ Employees Participation in Management may reduce hostility or increase personal fulfillment of workers. It also influences efficiency in various direct and indirect ways.
- ✓ Careful measurement and calculation are required to assess the net effect of participation upon efficiency and economic factor.
- ✓ Workers Participation in Management is respectable at Inncon and employees believed that they will definitely get benefit hence; participation is confined to all the members in the organization and considers them at different levels of decision making.
- ✓ Employees agree that committee members share the information with their colleagues after the meetings, the workers participation in management improves understanding between managers and workers and informed that joint management councils is the method of WPM which is used mostly in the organization.

5.3 CONCLUSIONS

Engaged employees are the one who work with passion and feel a profound connection to their organization. They drive innovation and move the organization forward. Engaged employees care about the future of the company and are willing to invest the discretionary effort. Engaged employees feel a strong emotional bond to the organization that employs them. The impact of engagement (or disengagement) can manifest itself through productivity and organizational performance, outcomes for customers of the organization, employee retention rates, organizational culture, and advocacy of the organization and its external image.

It is clear that the organization has a responsibility to lead engagement, and there are several key areas the organization can address to encourage engagement among its employees. **This report majorly focused on work environment related aspects.** Inncon can control and influence their employees by giving correct work space for them to engage with. This report proved the initiatives taken by the company for making the employees engaged by giving safest and good work space that results in their intention to continue with the organization and have been found to impact upon engagement levels.

Here the project focuses on how employee engagement is an antecedent of job involvement and what should company do to make the employees engaged. The project also looks at the 5 point scale questionnaire, forty-question survey that identifies strong feelings of employee engagement and the factors which shows how to drive an engaged employee. The results are interpreted out of data available. Statistical tools such as Chi square and correlation analysis are used. Data has been analyzed and findings are revealed through structured questionnaire by applying statistical tools.

Through this study it is found that most of the respondents have better level of engagement in the work at Inncon.

BIBLIOGRAPHY

1. Ednah Jepkemboi Rono , Dr Geoffrey Kimutai Kiptum ,(2017), Factors Affecting Employee Retention At The University Of Eldoret, Kenya, IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 19, Issue 3. Ver. I (Mar. 2017), PP 109-115
2. Raminder Kaur (2017), Employee Retention Models and Factors Affecting Employees Retention in IT Companies, International Journal of Business Administration and Management ISSN 2278-3660 Volume 7, Number 1 (2017)
3. Balaji Mathimaran & Ananda Kumar (2017), Employee Retention Strategies – An Empirical Research, Global Journal of Management and Business Research: E Marketing Volume 17 Issue 1 Version 1.0 Year 2017
4. Galhene Arachchillage (2017), Factors Affecting Employee Retention, Staffordshire University, HF16A1IBM - CB006122, publication at: <https://www.researchgate.net/publication/318920807>
5. Kossivi, B., Xu, M. and Kalgora, B. (2016) Study on Determining Factors of Employee Retention Open Journal of Social Sciences, 4, 261-268
6. Ruchira Dobhal, 2. Dr Akanksha Nigam (2018), Employee Attrition and Employee Satisfaction: A Study of H.R., Performance Appraisal & Training Practices in Defence PSUs in India, IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 20, Issue 2. Ver. IV (February. 2018), PP 01-27
7. K. Sreenivas Mahesh (2017), Employee Attrition Models- A Conceptual Framework, International Journal of Engineering, Management & Sciences (IJEMS) ISSN-2348 –3733, Volume-4, Issue-4, April 2017
8. T. Narayana Rao, T. Subbarayudu (2017), Nine Elements that Trigger Employee Attrition – A study on BPO's Visakhapatnam, International Journal of Current Engineering and Scientific Research (IJCESR), Volume-4, Issue-6, 2017-18
9. Book, Laura & Gatling, Anthony & Kim, Jungsun. (2019). The effects of leadership satisfaction on employee engagement, loyalty, and retention in the hospitality industry. Journal of Human Resources in Hospitality & Tourism. 18. 1-26. 10.1080/15332845.2019.1599787.
10. I Made Budiana, Yetti Supriyati, Wibowo, Talent Management Strategy of Employee Retention, International Journal of Innovative Technology and Exploring Engineering (IJITEE) ISSN: 2278-3075, Volume-8, Issue-6C2, April 2019
11. Li Sun, Chanchai Bunchapattanasakda (2019), Employee Retention: A Literature Review

12. Munish, Rachna Agarwal (2017), Employee Engagement & Retention: A Review Of Literature, International Journal of BRIC Business Research (IJBBR) Volume 6, Number 1, February 2017
13. Marjan et.al., (2015), Perceived Work Environment And Job Satisfaction Among Public Administration Employees, The European Journal of Applied Economics, EJAE 2015, 12(1): 10-18
14. Sangita Ulhas Gorde (2019), A Study Of Employee Retention, 2019 JETIR June 2019, Volume 6, Issue 6 www.jetir.org (ISSN-2349-5162)
15. Roheel Jain, Dr. Balu.L (2018) Impact of Employee Retention on job satisfaction at Ultratech cement limited-HCW
16. Ms. T. Suhasini, (2018) a study on factors affecting employee Retention in Indian it industry.
17. LK Tripathy, Impact of Quality of Work Life on Job Performance, International Journal of Business Marketing and Management (IJBMM) 2 (10), 11-14
18. Geeta Kalyankar Rao¹ and Dr. Mohsin Shaikh (2017), Impact of Employee Engagement on Retention of Employees: A Study of Some Selected Information Technology & Information Technology Enabled Services (IT & ITeS) Companies in Pune City, IMR (Indira Management Review) Volume XI, Issue II, December 2017
19. Arti Chandani*, Mita Mehta, Akanksha Mall and Vashwee Khokhar (2016), Employee Retention: A Review Paper on Factors Affecting Employee Engagement, **Indian Journal of Science and Technology**
20. Jae Young Lee¹ , Tonette S. Rocco², and Brad Shuck (2016), What Is a Resource: Toward a Taxonomy of Resources for Employee Retention, Human Resource Development Review 2020, Vol. 19(1) 5–38, Integrative Literature Reviews
21. S. Batty Dorance Jeen (2014), A Study on Attrition – Turnover Intentions in Retail Industry, International Journal of Business and Administration Research Review. Vol.I, Issue No.3, Jan-March 2014
22. Sankar, B. (2000). Human Resources Management in the Apollo Hospital Administration, Ph.D. Thesis, University of Madras, Chennai, pp 45
23. Frost, A. (2000). Union involvement in workplace decision making: Implications for union democracy, Journal of Labor Research, Vol. XXI, No. 2, Spring, pp. 265-286
24. Wimalasiri, J.S., Kouzmin, A. (2000). A comparative study of employee involvement initiatives in Hong Kong and the USA, International Journal of Manpower, Vol. 21, No. 8, pp. 614-634

25. Marin Garcia, J.A. (2001). Participative Management in Spanish Large Industrial Companies: Degree of Use, Results Obtained and International Comparison (in Spanish text), Ph.D. Thesis, Universidad Politecnica De Valencia, Spain.
26. Sobo, E.J., Sadler, B.L. (2002). Improving Organisational communication and cohesion in a health care setting through employee-leadership exchange, *Human Organisation*, Vol. 61, No. 3, pp. 277-286
27. Markey, R., Hodgkinson, A., Kowalczyk, J. (2002). Gender, part-time employment and employee participation in Australian workplaces, *Employee Relations*, Vol. 24, No. 2, pp. 129-150.
28. Cabrera, E.F., Ortega, J., Cabrera, A. (2003). An exploration of the factors that influence employee participation in Europe, *Journal of World Business*, Vol. 38, No. 6, pp.43- 54
29. Schroter, H.G. (2004). Worker participation: American and European ideas (English version of the original Italian title), *Imprese e Storia*, No. 29, pp. 71-99.
30. Bhat, R., Maheswari, S. (2005). Human resource issue: Implications for health sector reforms, *Journal of Health Management*, Vol. 7, No. 1, pp. 1-36.
31. Nurse, L., Devonish, D. (2006). Worker Participation in Barbados: Contemporary Practice and Prospects, Project Report, University of the West Indies, Barbados.
32. Vijaya Prabha, C. (2007). Participative Management in Private Health Care Industry, Ph.D. Thesis, University of Kerala, Thiruvananthapuram
33. Noah, Y. (2008). A study of worker participation in management decision making within selected establishments in Lagos, Nigeria, *Journal of Social Sciences*, Vol. 17, No. 1, pp. 31-39.

ANNEXURE
QUESTIONNAIRE

1. Your Name:

2. GENDER : a) Male b) Female

3. DESIGNATION : a) Trainee b) Programmer c) Team leader d) Program director

4. QUALIFICATION : a) Diploma b) Graduate c) Post graduate

5. AGE : a) 20-30years b) 31-40years c) 41-50years d) Above 50years

6. EXPERIENCE : a) less than a year b) 1-3years c) 3-5years d) Above 5years

7. MARTIAL STATUS : a) Single b) Married

8. SALARY : a) Below 10,000 b) 11,000-15,000 c) 16,000-20,000 d) Above 20,000

9. What do you understand by participative management?

- a) Allowing employees to give suggestion
- b) Encourage employees in implementation of management decisions
- c) Being invited to be a union member for a committee
- d) Expression of ideas to any level of official
- e) Other

10. The senior management involves the employees in decisions making process

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

11. The employees have sufficient authorities to do their area of work.

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

12. The employees feel that their work is meaningful and important to the company

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

13. According to you what is your opinion regarding job satisfaction?

- a) Just allowed to work independently
- b) Being allowed to participate in the Implementation level
- c) Being allowed at a discussion stage itself.
- d) Just expression of opinions to officers.
- e) Others _____

14. Team awards help in building a strong bond among the team members and motivate to perform better

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

15. Are you satisfied with the team goals and objectives?

- a) Fully satisfied
- b) Satisfied
- c) Neutral
- d) Not satisfied
- e) Not at all satisfied

16. Are you satisfied with present development opportunities in your team?

- a) Fully satisfied
- b) Satisfied
- c) Neutral
- d) Not satisfied
- e) Not at all satisfied.

17. Do you feel the roles and responsibilities are clearly spoken in your team?

- a) Very Clear
- b) Clear
- c) Neutral
- c) Not Clear
- d) Not at all clear

18. Is Conflict destructive in your team?

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

19. Is there mistrust and hostility in our team?

- a) Yes
- b) No

20. The team Members is good listeners.

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

21. Please indicate the level of satisfaction with each of the following activities

Activities	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Flexibility of Work Hours					
Opportunity to use new technologies					
Opportunity to work on interesting projects					
Communication with your supervisor					
Sponsored training and seminars					

22. How do the senior managers recognize the employee performance?

By Performance Appraisal

By Co-workers

By Immediate Supervisor

From previous records

Others _____

23. Do you agree that the Managers always help their subordinates to learn?

a) Strongly agree

b) Agree

c) Neutral

c) Disagree

d) Strongly Disagree

24. Is Individual participation always encouraged in the team?

a) Strongly agree

b) Agree

c) Neutral

c) Disagree

d) Strongly Disagree

25. Do you witness team growth during the past period?

a) Yes

b) No

26. Your suggestions on employee engagement.....