

A STUDY ON EMPLOYEE ENGAGEMENT WITH SPECIAL REFERENCE TO THE HINDU NEWSPAPER

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

LEELAVATHY B

REGISTER NO:41410177



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

SATHYABAMA

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

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

MAY 2023



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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **LEELAVATHY.B 41410177** who carried out the Project Training "A STUDY ON EMPLOYEE ENGAGEMENT WITH SPECIAL REFERENCE TO THE HINDU NEWSPAPER" under my supervision from January 2023 to March 2023.

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Submitted for Viva voce Examination held on

06/05/2023

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DECLARATION

I **LEELAVATHY.B (41410177)** hereby declare that the Project Report entitled “**A STUDY ON EMPLOYEE ENGAGEMENT WITH SPECIAL REFERENCE TO THE HINDU NEWSPAPER**” done by me under the guidance of **DR.K. SASIREKHA** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE: 06/05/2023



PLACE: Chennai

LEELAVATHY.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, MBA., Ph.D., Dean - School of Management Studies** and **Dr. A. Palani, M.Com., M.Phil., M.B.A., Ph.D., - 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.K.SASIREKHA B.Sc, B.Ed, MBA, Ph.D** 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 Training.

LEELAVATHY.B

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CIN: U22300TN2017PTC115593



THE HINDU GROUP

31 March 2023

TO WHOM IT MAY CONCERN

This is to certify that **Ms Leelavathy B (Reg.no.41410177)** student pursuing second year MBA at Satyabama institute of Science and Technology, Chennai, has successfully undergone internship training with a project title "A study on Employee Engagement" as part of the academic requirement of the student for a period of 2 months from 20 January 2023 to 31 March 2023.

We wish her all the best in her future endeavors.

Suja Menon
Deputy General Manager – Human Resources

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ABSTRACT

Employees who are actively engaged in their job and committed to their organizations provide significant competitive advantages to their organizations, such as increased productivity and fewer employee turnover. The research focused on the practices used in the organization to engage employees. The objective of this research was to determine the amount of dedication, employee perception of their job, and top management support in the business. In order to investigate employee engagement, this study used a descriptive survey approach. The sample was drawn from the organization using a random sampling procedure. Primary and secondary data were used in the course of the study. According to the findings of the study, employer assistance and recognition would contribute to the development of trust between employees and management. The organization promoted information sharing. The organization supported the exchange of information, knowledge, and resources, as well as chances for employees to develop and grow, influencing employee engagement. Employee commitment is proven by good reward programs and techniques that show an interest in employee career development. It can be concluded that allowing people to make their own work decisions, control their work, and attain their goals may help employees become more involved in their careers. Furthermore, it is suggested that managers inside organizations include employees more in goal setting. In order to increase commitment levels, organizations must also develop methods for recognizing employee contributions that help clarify what it means to be an employee engagement.

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CHAPTER 1

INTRODUCTION

1.1. INTRODUCTION:

Human resource has various ways of usage by different people, 'Human Resource Management' 'Human Resource development' and "Human Resources" interchangeably, and abbreviate Human Resource as HR – HR has become a conventional term to refer to all of these phrases.

HR is considered by many business strategies to be the most important of all company resources which mainly influences in gaining new skills to the employees, thereby increasing the size of a company's competitive advantage over time.

Human Resource addresses the process of managing people within an organization at both micro and a macro level and also comprises the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and health measures in compliance with labour laws

THEORETICAL BACKGROUND

EMPLOYEE ENGAGEMENT

Employee Engagement has emerged as a popular organizational concept in recent years. It is the level of commitment and involvement of an employee towards the 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. Employee engagement develops positive attitude among the employees towards the organization.

Employee engagement is a complex, broad construct that subsumes many well researched ideas such as commitment, satisfaction, loyalty and extra role behavior. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles.

Employee knowledge of how well an organization's assets are being managed has a positive impact on engagement. There comprises a strong link between productivity and engagement. Employee's knowledge of an organization's productivity levels also had a positive impact on engagement.

Employee Engagement depends on four major conditions in the workplace such as organization's culture, continuous reinforcement of people focused policies, meaningful metrics and organizational performance.

Employee engagement is one of the main driving forces and a biggest advantage for organization and there is a great certainty that employee engagement is connected with business performance.

Employee engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees. An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An engaged employee has a positive attitude toward the organization and its values.

Employee engagement can be critical to a company's success, given its clear links to job satisfaction and employee morale. Communication is a critical part of creating and maintaining employee engagement. Engaged employees are more likely to be productive and higher performing. They also often display a greater commitment to a company's values and goals.

Employers can encourage employee engagement in many ways, including communicating expectations clearly, offering rewards and promotions for excellent work, keeping employees informed about the company's performance, and providing regular feedback. Other strategies include making efforts to employees feel valued and respected, and feel that their ideas are being heard and understood. Engaged employees believe that their work is meaningful, believe that they are appreciated and backed by their supervisors and that they have been entrusted with the success of their company

- Employee engagement describes the level of enthusiasm and dedication a worker feels toward their job.

- Employee engagement can be critical to a company's success, given its links to job satisfaction and employee morale.
- Engaged employees are more likely to be productive and higher performing.
- Employers can foster employee engagement through effective communication, offering rewards, and discussing career advancement.
- Employee engagement is one of the main driving force and a biggest advantage for organization and there is a great certainty that employee engagement is connected with business performance.

Categories of Employee Engagement

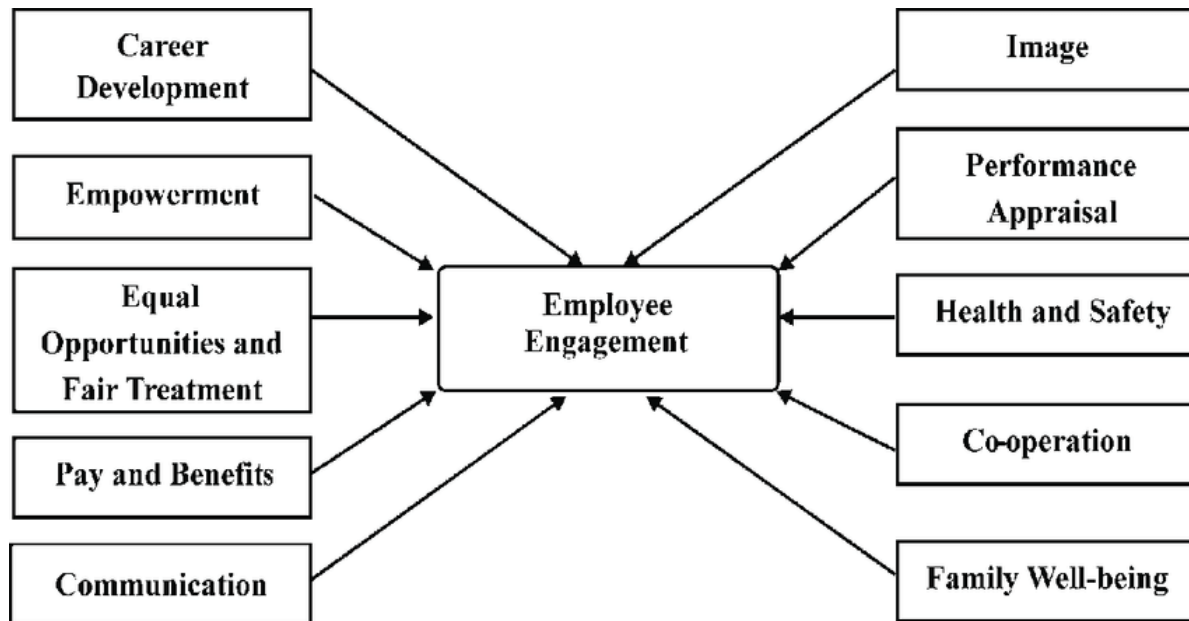
According to the Gallup the Consulting organization there are there are different types of people:-

Engaged--"Engaged" employees are builders. They want to know the desired Expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward

Not Engaged--Not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are *not-engaged* tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers.

Actively Disengaged--The "actively disengaged" employees are the "cave dwellers." They're "Consistently against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness. They sow seeds of negativity at every opportunity. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning.

DRIVER OF EMPLOYEE ENGAGEMENT



Career Development

Organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their Potential. When companies plan for the career paths of their employees and invest in them in this way their people invest in them. Career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development

Image

How much employees are prepared to endorse the products and services which their company provides its customers depends largely on their perceptions of the quality of those goods and services. High levels of employee engagement are inextricably linked with high levels of customer engagement.

Empowerment

Employees want to be involved in decisions that affect their work. The leaders of high engagement workplaces create a trustful and challenging environment, in which employees are encouraged to dissent from the prevailing orthodoxy

and to input and innovate to move the organization forward.

Performance appraisal

Fair evaluation of an employee's performance is an important criterion for determining the level of employee engagement. The company which follows an appropriate performance appraisal technique (which is transparent and not biased) will have high levels of employee engagement.

Equal Opportunities and Fair Treatment

The employee engagement levels would be high if their bosses (superiors) provide equal opportunities for growth and advancement to all the employees.

Health and Safety

Research indicates that the engagement levels are low if the employee does not feel secure while working. Therefore every organization should adopt appropriate methods and systems for the health and safety of their employees.

Pay and Benefits

The company should have a proper pay system so that the employees are motivated to work in the organization. In order to boost his engagement levels the employees should also be provided with certain benefits and compensations.

Co-operation

If the entire organization works together by helping each other i.e. all the employees as well as the supervisors co-ordinate well then the employees will be engaged.

Communication

The company should follow the open door policy. There should be both upward and downward communication with the use of appropriate communication channels in the organization. If the employee is given a say in the decision making and has the right to be heard by his boss then the engagement levels are likely to be high.

Family Well-being.

A person's family life influences his work life. When an employee realizes that the organization is considering his family's benefits also, he will have an emotional attachment with the organization which leads to engagement.

Employee Engagement Strategies

Strategy 1 – Adopt a Bottom-Up Approach

With any major decision in the organization, it is warranted that it starts at the lowest tiers—your employees. Conduct questionnaires and surveys that permit your employees to express their opinions and concerns. A survey might be the best way to spur your employee engagement strategy. The more you ask for their opinions, the more they feel esteemed, entitled, respected, and like they belong to the organization.

Strategy 2 – Promote Two-Way Communication

To promote employee engagement, the first requirement is to keep the employees out of the dark. If organizations act secretive and only divulge information on a “need-to-know” basis, it will likely cause lower engagement rates among their employees. Transparency begets trust when employees get to understand how corporate decisions will affect the workplace or how they should deal with situations.

Strategy 3 – Encourage Community Participation

An organization is essentially a community; each member fulfills a specific task and serves the community as a whole. To encourage this community spirit among your employees, any engagement activity can help, from organizing a big annual event to simply taking a team out to lunch.

Strategy 4 – Recognize Good Work

Two out of three employees feel they do not get enough recognition for their work. As a result, most employees will not deliver their maximum potential and may engage in unwanted behaviour. Also, highly-trained and qualified talent is always looking for better options out there. For this reason, it is wise to create a recognition-rich environment where good work is rewarded with perks and incentives.

Strategy 5 – Invest in Personal Growth

This is part of the nurturing phase of human capital management. Every human

asset that you acquire should be fostered and polished to assist in the long-term growth of the organization.

Strategy 6 – Hire Competent Managers

Your secret weapon to spur employee engagement is the managers—they are the middlemen between boardroom members and the employees. In most cases, the employees interact with the top-level executives rarely, if ever, but have daily interactions with their immediate bosses. Whether they are feeling secure, angry, or ignored depends on the tact of the respective manager.

Strategy 7 – Create a Sense of Purpose

Employees are not robots; they are human. Organizations that tend to see employees as a commodity that can be bought at a certain price have not woken up to the true essence of human capital, unfortunately. Your employees are not another factor of production, but prospective champions of your organization's values and principles.

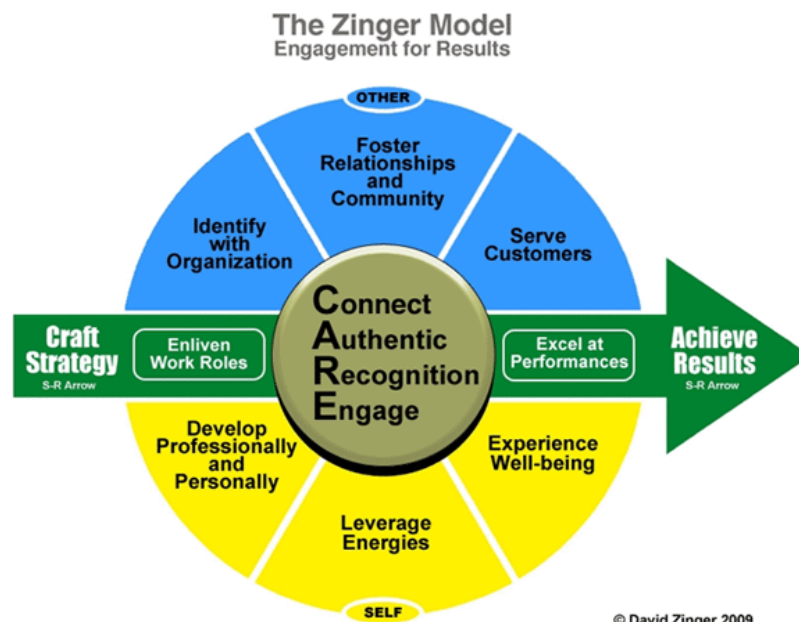
Strategy 8 – Sketch a Success Roadmap

This applies most if you hire millennial in your organization. For many millennial's, just coming to the office, doing the work assigned, and taking the pay check back home is not enough. They are more conscious about where they will stand in the next five or ten years. They need to know there are sufficient growth prospects for the role they are fulfilling.

Top 3 employee engagement models

1. The Zinger Model

Build engagement from the ground up by focusing on core employee needs. The Zinger model of employee engagement focuses on 10 essential actions that managers must take in order to engage employees.



2. The Deloitte Model

Engage employees by creating a culture where people are involved, respected, and challenged.

The premise of the Deloitte employee engagement model is to create a workplace that's "irresistible" to workers—somewhere they want to work every day. The key to following this model, according to Deloitte, is culture. There are five core elements to this culture, each with its own accompanying actions.

 Meaningful work	 Hands-on management	 Positive work environment	 Growth opportunity	 Trust in leadership
Autonomy	Clear, transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Invest in management development	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Modern performance management	Inclusive, diverse work environment	High-impact learning culture	Inspiration
A focus on simplicity				

3. The AON Hewitt Model

Track the relationship between engagement drivers and business outcomes in order to create more holistic employee engagement strategies.

The Aon Hewitt employee engagement model brings business outcomes into the equation. It recognizes that employee engagement directly affects metrics across the organization—from customer satisfaction to profits and beyond. The research makes this connection very clear, but it's still too easy to get lost in the weeds of engagement initiatives and forget the big picture.

The Aon Hewitt Engagement Model



1.2. INDUSTRY PROFILE:

Market Condition

The newspaper industry works to inform people about current events happening all around the world. The newspaper industry is globally moving from traditional print technology to digital technology as everyone seems to generally prefer digital and mobile platforms.

Newspapers of all the media and entertainment segments are struggling with the digital content as they compete directly with the volume of content that is available for free online and other sources.

The newspaper industry is fragmented and is competitive in nature as there are many publishers competing in the market. The impact of trust on the performance of news and the revenues of news media companies worldwide is undeniable.

A **newspaper** is a periodical publication containing written information about current events and is often typed in black ink with a white or grey colour background.

Newspapers can cover a wide variety of fields such as politics, business, sports and art, and often include materials such as opinion columns, weather forecasts, reviews of local services, obituaries, birth notices, crosswords, editorial cartoons, comic strips, and advice columns.

Most newspapers are businesses, and they pay their expenses with a mixture of subscription revenue, newsstand sales, and advertising revenue. The journalism organizations that publish newspapers are themselves often metonymically called newspapers.

Market Development

Newspaper companies are expanding capabilities across different channels spanning from mobile, advertising technology, video, digital audio/podcasts, and data analytics/data mining. Digital platforms are acting as a medium between publishers and readers. Newspapers of all the media and entertainment segments are struggling with the digital content as they compete directly with the volume of content that is available for free online and other sources.

1.3. COMPANY PROFILE

HISTORICAL BACKGROUND

THE HINDU



The greatest asset of The Hindu, founded in September 1878, is trust.

'The Hindu's independent editorial stand and its reliable and balanced presentation of the news have over the years, won for it the serious attention and regard of the people who matter in India and abroad.

The Hindu is an Indian English-language daily newspaper owned by The Hindu Group, headquartered in Chennai, Tamil Nadu. It began as a weekly in 1878 and became a daily in 1889. It is one of the Indian newspapers of record and the second most circulated English-language newspaper in India, after The Times of India. As of March 2018, The Hindu is published in 21 locations across 11 states of India.

It has been a family-owned newspaper since 1905, when it was purchased by S. Kasturi Ranga Iyengar from the original founders. It is now jointly owned by Iyengar's descendants, referred to as the "Kasturi family", who serve as the directors of the holding company. **The Hindu has a major presence online:** it was the first Indian newspaper to start an Internet edition, in 1995. The Hindu's digital versions, including the website, app, and e-paper, cater to an ever-growing audience.

The Hindu has a wide network of full-time and part-time correspondents and photographers across India. The Hindu is known for its strong reportage from the national capital as well as from the southern States and cities. Also, it is distinguished for its comprehensive coverage of national and international political news and for its emphasis on accuracy and balanced coverage.

The current chairperson of the group is Malini Parthasarathy, a great-granddaughter of Iyengar. Except for a period of about two years, when S. Varadarajan held the editorship of the newspaper, the editorial positions of the paper were always held by members of the family or held under their direction.

It is known for the high quality of its journalism and excellent presentation. The newspaper is printed at 12 cities in India. The Hindu's Independent editorial stand and its reliable The Hindu user modern facilities for news gathering, page composition and printing. It is printed in twelve centres including the main edition at Chennai where the corporate office is based.





PROFILE OF THE HINDU NEWSPAPER

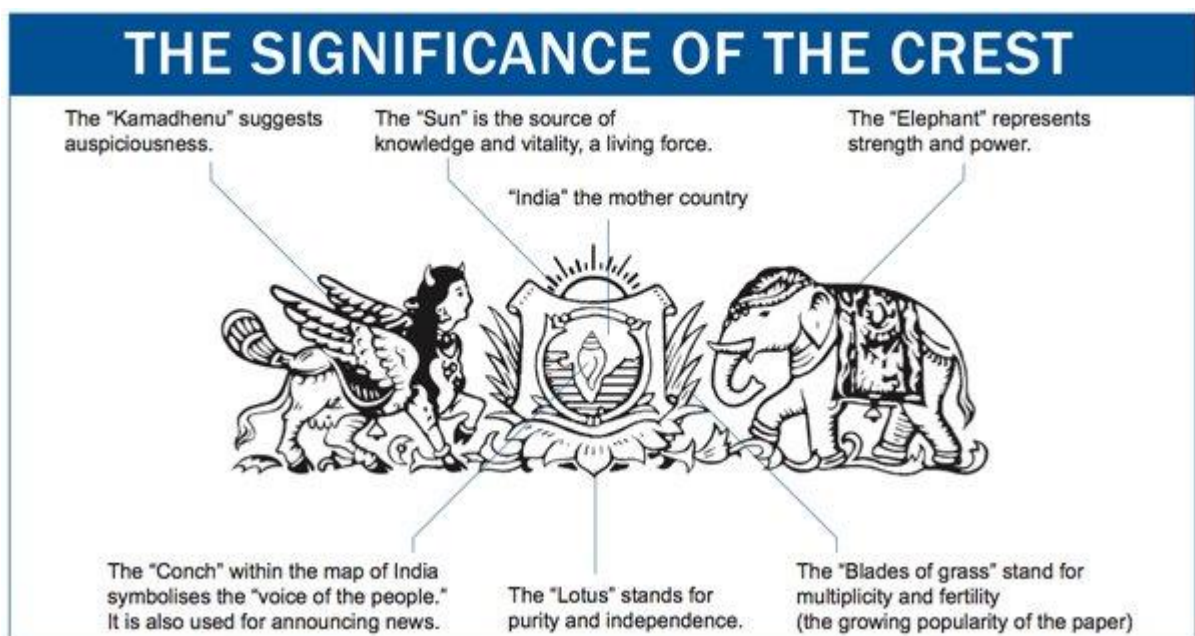
FOUNDER	SUBRAMANIAN IYER IN 1878
CO-FOUNDER	VEERA RAGHAVACHARIAR
LEGAL ADVISOR	KASTURI IYENGAR (LATER PURCHASED IT IN 1905)
WEEKLY NEWSPAPER	1878
DAILY NEWSPAPER	1889
TYPE OF INDUSTRY	PRINT MEDIA
NET PAID CIRCULATION	1 MILLION COPIES
CONSUMERSHIP	3 MILLIONS
ANNUAL TURNOVER	4 BILLIONS
ONLINE EDITION	1995
PRINTING MAIN EDITION	CHENNAI
PRINTING CENTER	COIMBATORE, BANGLORE, MADURAI, HYDREBAD, NEW DELHI, KOCHI, THIRUVANANTHAPURAM, VIJAYAWADA, MANGLORE, TRICHY.

It is known for the high quality of its journalism and excellent presentation. The newspaper is printed at 12 cities in India. The Hindu's Independent editorial stand and its reliable

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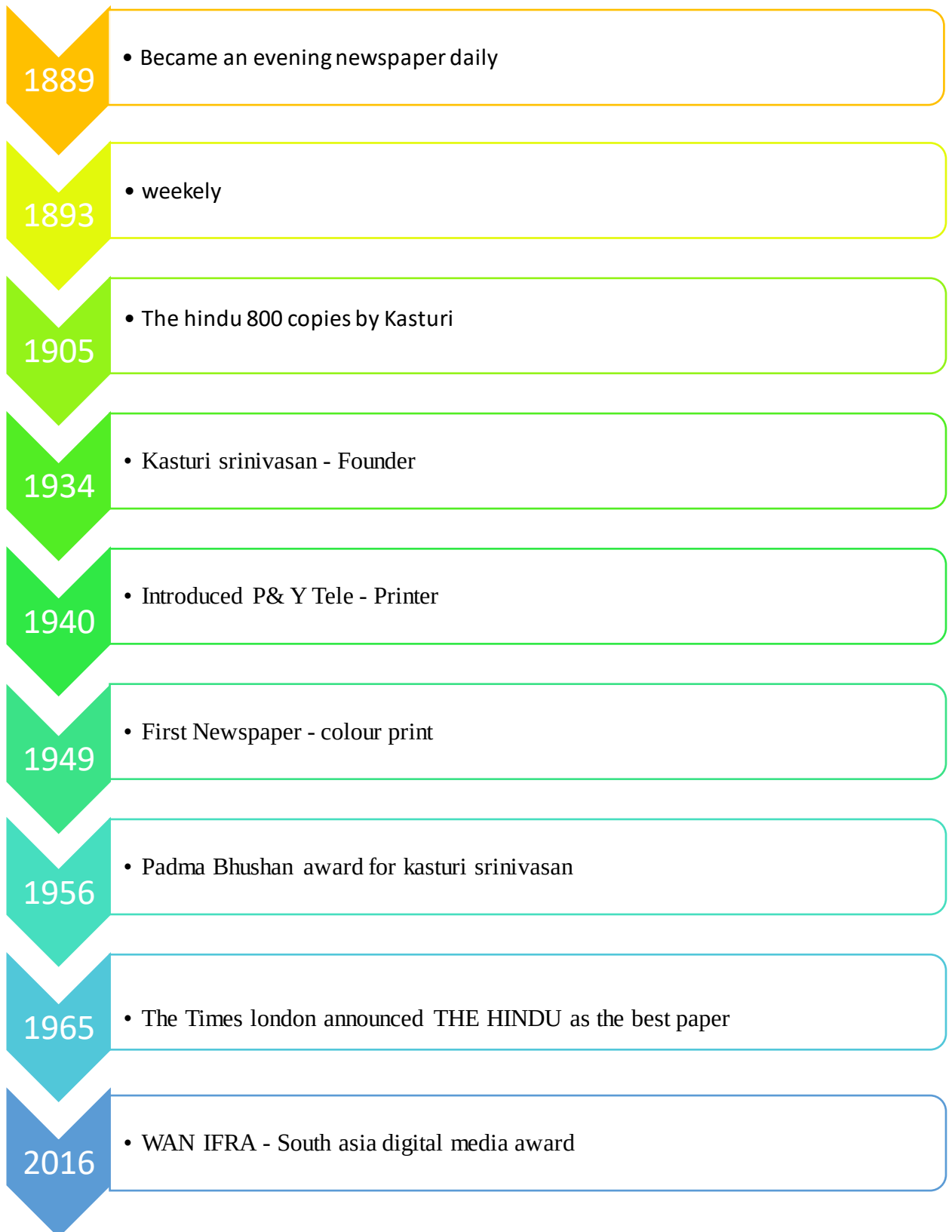
The printing centres Chennai, Coimbatore, Bangalore, Madurai, Hyderabad, New Delhi, Vizag, Thiruvananthapuram, Kochi, Vijayawada, Mangalore and Tiruchirappalli are connected with high-speed data lines for new transmission across the country. The digital edition of the Hindu e-paper offers itself nothing less delivery online. You can see each page as it appear in the print edition. This means all there ports, articles photographs and other graphics have been organized and presented. You can also see the advertisement as they appear on the page.

SYMBOL EXPLANATION:

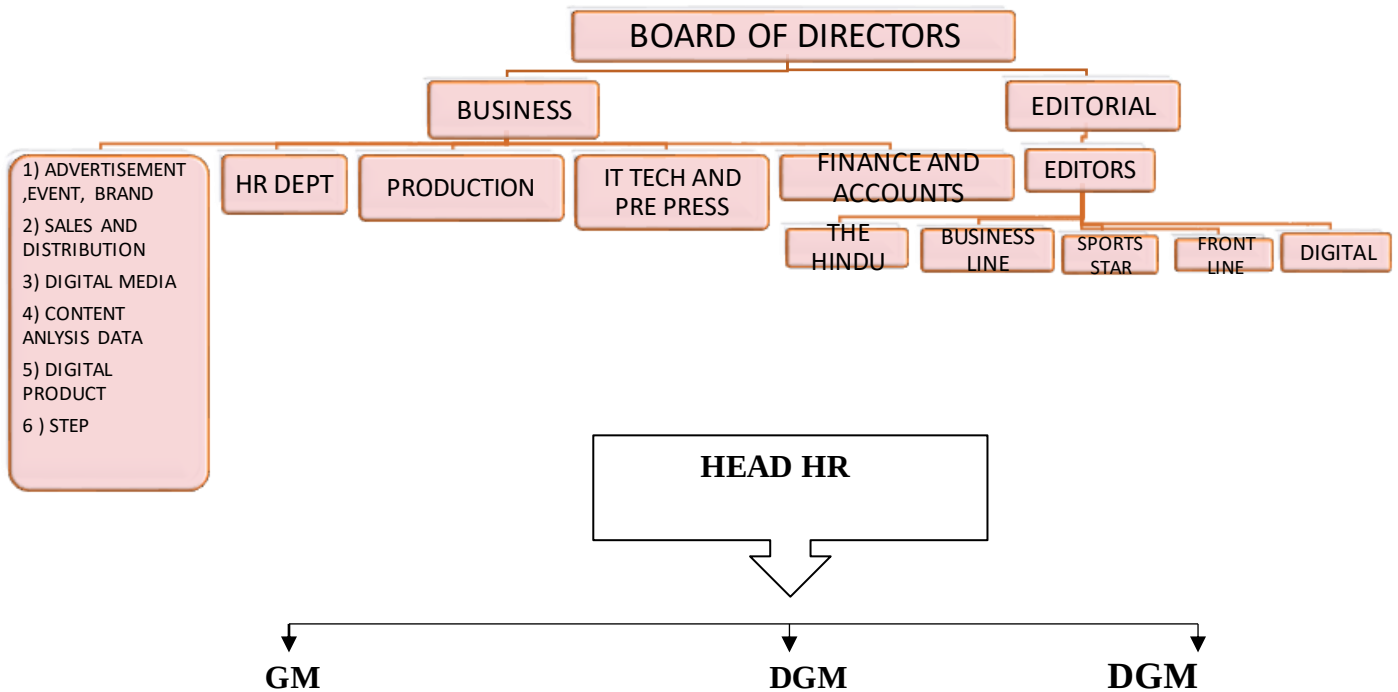


There's a lotus in the middle, and a conch over the geographical map of India, and on the top is a rising sun. **Airavat, the king- God of elephants, is the mount of God Indra.** This elephant emerged out of the waters when ocean was churned by the Gods. That is why the name is derived from Iravat, (one produced by water).

TIMELINE OF THE HINDU



ORGANIZATION STRUCTURE



(Operation , Production)

(External , business side)

(Payroll)

- | | | |
|----------------------------------|----------------------|-------------------|
| 1. Deputy manager - Consultation | 1.Talent Acquisition | Assistant payroll |
| 2. Manager- Production,Pre-Press | 2. Adverisment | |
| 3. Marketing manager- Editorial | 3. Finance and | |
| Editorial, Hr Operational | Accounts | |
| Activites) | 4. IT step | |
| 4. Cosultant part of editing | 5. L&D | |

AWARDS AND RECOGNITION:

1. JAA OLIVE CROWN -2021
2. INMA -2021
3. MADDY'S 2021
4. KYOORIUS ADVERTISING AWARD -2021
5. IFRA SOUTH ASIA DIGITAL AWARD -2021, 2022
6. CIAA AWARD

FINANCIAL INFORMATION

Kasturi & Sons Limited, also popularly known as The Hindu, is an unlisted public company incorporated on 21 February, 1940. It is classified as a public limited company and is located in Chennai, Tamil Nadu. It's authorized share capital is INR 5.00 cr and the total paid-up capital is INR 1.76 cr.

Kasturi & Sons Limited's operating revenues range is INR 1 cr - 100 cr for the financial year ending on 31 March, 2022. It's EBITDA has decreased by -96.87 % over the previous year. At the same time, it's book net worth has increased by 0.73 %. Other performance and liquidity ratios are available here.

Description: The company publications include the hindu business line, a business daily.

Products & Services: survey of sports, industry, agriculture, environment, and entertainment. kasturi & sons serves customers in India.

Category: Service Provider

The current status of Kasturi & Sons Limited is - Active.

The last reported AGM (Annual General Meeting) of Kasturi & Sons Limited, per our records, was held on 29 September, 2022. Also, as per our records, its last balance sheet was prepared for the period ending on 31 March, 2022.

Kasturi & Sons Limited has 13 directors - Mahalingam Seturaman, Murali Narasimhan, and others.

1.3.1. PRODUCT PROFILE

THE HINDU GROUP	THE HINDU DIGITAL PRODUCTS	OTHER HINDU PRODUCTS
THE HINDU ENGLISH NEWSPAPER ▪ BUSINESS LINE-FINANCE DAILY ▪ SPORTS STAR-SPORTS MAGAZINE ▪ FRONTLINE – FEATURE MAGAZINE ▪ THE HINDU TAMIL NEWSPAPER	THE HINDU E – PAPER	STEP- LEARN ENGLISH
	YOUNG WORLD.COM	ROOF AND FLOOR - PROPERTY
	TH CROSSWORDS	IMAGES
	THE HINDU CENTRE FOR POLITICS AND PUBLIC POLICY	THE HINDU GROUP PUBLICATIONS
PRINT SUBSCRIPTION	BUSINESS LINE E-PAPER	
CLASSIFIEDS PRINT	CLASSIFIEDS -DIGITAL	

OUR DIGITAL PRODUCTS:

THE  HINDU

THE  HINDU
e-Paper

TH  CROSSWORD+



OUR THG PRODUCTS:

THE HINDU
businessline.

Business Line India's leading website for business and financial news, BSE and NSE quotes, stock recommendations, market analysis and research, politics.

SPORTSTAR

Sports star brings you latest sports news, cricket and football match schedules, live score updates and results.

FRONTLINE

Frontline – Indian Fortnightly Magazine which provides in-depth analysis & cover stories on Political News, Economic News, Current Social issues.

1.4 STATEMENT OF THE PROBLEM

The study of research purpose is to know the employee engagement activities is carried in THE HINDU newspaper and to know how employees get engaged with the organization.

1.5. OBJECTIVES OF THE STUDY

- To understand the employee engagement strategies in the organization.
- To Identify and diagnosis the factors of employee engagement.
- To assess the employee perception towards the workplace.
- To find out the satisfaction level of employees with current system

1.6. NEED FOR STUDY

- Studying employee engagement in an organization provides clue for the employees to contribute to bottom line business success
- To understand and identify the problematic areas and make a plan and take action towards improvement
- This study helps not only to retain values employee but also the level of performance
- This study helps to improve overall organizational effectiveness
- This study help estimate organization capacity to manage employee engagement that is closely related to its ability to achieve high performance level and superior business level.

1.7. SCOPE OF THE STUDY

- Employee engagement will help to reduce the attrition and increase productivity and profit
- Employee engagement examine and focus how to make employee more engaged and committed towards the organizational growth
- To learn various aspects, tools and policies which can be applied for making the employee more engaged.

5.3 LIMITATION OF THE STUDY

- For anything there should be some limitations like that my project also have certain limitations. The following are some limitations what I faced:
- The study is restricted to only 150 employees of THE HINDU NEWSPAPER
- The information provided by the respondents could also be biased or inaccurate. No independent verification of the data was possible.
- Time is a major constraint.
- Information from more employees would have made this study more exhaustive but due to time limitations it is not possible.

CHAPTER 2 REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE

In this Chapter, the researcher has made an attempt includes, understanding the basic concepts of Employee engagement and analyzing research studies made by earlier researchers in respect of strategies that are used by company to make employee get engaged, for this, the researcher has used various books, research Journals and websites. The detailed list is further elaborated in the Bibliography. Through this Literature Survey researcher wants to find out which are the important parameters of employee engagement.

Empirical studies - Halid Hasana, Farika Nikmaha, Siti Nurbayaa, Nilawati Fiernaningsiha , Ellyn Eka Wahyu (2021)

Many companies are modernizing by maximizing the use of technology, employee management remains an important topic, where employees are the creators of policies, procedures and business strategies. Having employees with high engagement is not easy for a company. So it is always interest to discuss the factors that influence employee engagement. This study aims to analyse the role of employee engagement as a discussion of human resource management, from Khan which focuses on the condition of human psychology. Organizations will get high engagement from their employees if communication and relationships between employers and employees are done well, so that a positive perception is created. Engaged employees are an asset for the organization to achieve competitive advantage.

Employee engagement Interventions - Arthi purushotham (2020)

A successful organization enables effective organization performance by strategic manoeuvre. Leadership skills, motivation, training, Rewards, Career development, Strategic planning, Management support, organization culture and climate are all the factors emphasized for an effective and efficient organization performance. The bottom line for all the above factors which yields benefits is in identifying the right resources. Recently the pandemic has worse hit on economic condition resulting

economic recession. In most of the sector, employees were given an option work from home. Drastic swift in work culture, work pressure, digital meetings & conferences. Purpose of then to study is to bring out the intervention applied to increase employee engagement during this phase.

Employee engagement: a literature review - g nalini, Dr.khyser mohd (2019)

Modern organizations consider their employees to be full of enthusiasm, excitement and express initiative at work, they want them to take concern for their own development, try for high quality and performance, be stout and dedicated to what they do and in other words companies need their employees be engaged. Engagement is achieved when people envisage that their organization respects their work, their work contributes to the organizational development and more prominently their personal ambitions of growth, rewards and pay are met.

EMPLOYEE ENGAGEMENT & RETENTION - Munish , Rachna Agarwal(2017)

The objective is to analyze the critical factor which can affect the level of retention & engagement of employees with the help of literature review. For the current article the researchers reviewed 30 relevant research papers/ literature comprising employee retention & engagement concepts and practices amply. The findings of the study like good training & development, compensation structures, autonomy, quality of work life, work policies and arrangements will lead the managers and management to a new dimension with holistic approach in the field of employee retention & engagement.

A Study on customer services and employee engagement in the Indian Healthcare Industry - B Shivraj, B Rose Kavitha (2011)

The value of this research is in its ability to recognise the organisational policies and practices that are the most important drivers of customer satisfaction in a specific organisation. Human Resources Management (HRM) plays a central role in the exchange relationships between the organisation's management and its employees. Work has been organized for a very long time and many issues we find today have been addressed in the past. But each generation finds solutions that fit the culture and beliefs of the time. Ultimately, it is an organization's empowered people who

can help an organization achieve its goal.

Organizational Image and Employee Engagement: Exploring the Inter-Relationships Between Construed External Image and Perceived Organizational Identity (2023) – shinwoo lee

We examine the influence of these two organizational images on employee engagement, with an emphasis on both the mediating and moderating role of POI between CEI and employee engagement. Empirical results show that both image dimensions positively influence employee engagement. More importantly, we find that POI acts as a moderator in the CEI–employee engagement relationship, that is, the positive influence of CEI on the outcome depends on the level of POI.

The effects of team-based recognition on employee engagement and effort (2022) -adam preslee

Interest to compensation system designers in settings where employee motivation is low and individual performance is costly or difficult to measure. We show that team-based recognition can be effective in such settings.

Woodcock, Chelsea, (2018),Transformational leadership and employee engagement: In their article they have focused on finding a relationship between transformational leadership and employee engagement. They have considered certain factors of engagement such as trait engagement, behaviour engagement. When the analysis was done it proved good for trait engagement and leadership but showed negative results for behaviour engagement. Thus the hypothesis also proved to be negative in the regression analysis. Thus further research is required with highly modified variables.

Markos, Solomon, Sridevi, Msandhya (2017), Employee engagement: the key to improving performance Employees fail to fully engage themselves in their job in the response to such kind of mismanagement. The construct employee engagement is built on the foundation of earlier concepts like job satisfaction, employee commitment and organizational citizenship behaviour. Employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement.

Shorbaji, Rania, Messarra, Leila, Karkoulia, Silva. cambridge (2019), Core-

self evaluation: predictor of employee engagement: This research aims to investigate whether a relationship exists between core-self evaluation and employee engagement. Results showed a positive correlation between core-self evaluation and employee engagement, therefore supporting the idea of core-self evaluation as being a predictor of employee engagement.

Luthans, Fred, Peterson, Suzannet (2020), Employee engagement and manager selfefficiency: implication for managerial effectiveness and development: In their article they concentrate on the self efficacy of the managers were investigated and their psychological state is examined. Gallup questionnaire is been used for the analysis. They have used many empirical tools on self, subordinates and peers in order to determine the efficiency of managers. The over all result has been proved from their findings the employee engagement is more depending on the self efficacy of the managers in the organization.

Robertson, Ivant, Alex Jansen Birch, Cooper, Cary I (2021), Job and work attitudes, engagement and employee performance: In their article they argue that in ortal der to improve the productivity levels of the employee, the employee engagement and commitment towards work plays a vital role. They have taken 9000 samples across 12 organization and they used multiple regression method to find the psychological state of the employees. Cross sectional analysis is done with the self report data. From their findings they have made it clear that the employees are more concerned with their job and work attitudes than their psychological well being.

Frankish, David, (2021), Employee engagement improves productivity: we conducted an internal review of how our people felt and developed a two-year internal communications plan to address key areas of engagement, including how employees can make a positive difference. These included employees understanding of the business and their role in its success.

Wildermuth, Pauken, Patrick David,(2018), A perfect match: decoding employee engagement : Their articles discusses that employee engagement contribution the external environment and leadership. They also relate job and person with the employee engagement. They have analysed form their results that no people are voluntarily engaged with their job. Only the external environment and good working conditions could make the employees get engaged in their job. Moreover they have also analysed that people are more interested in getting to know

new and challenging tasks which further increases their employee engagement.

Rehman, Abdul, Yousaf, Usman, Aijaz, Asad, (2021), Impact of hr. practices on employee engagement in banking sector of Pakistan: Considerable attention has been given to the identification of key drivers of employee engagement and its linkage to the financial results. For this purpose following study is an endeavor to investigate the impact of hr practices on employee engagement in banking sector of Pakistan. It is based on the proposition of social exchange theory. The results show that there is significant relationship among employee engagement and decision making / co-ordination, performance reward systems and employee involvement whereas training and career development and employee performance appraisals are insignificantly related.

Karsan, Rudy, (2019), Beyond employee engagement: Their article talks on employee engagement are much beyond the organizational commitment. The author has discussed the paper on various perspectives such as the need for employee engagement, importance of employee engagement, benefits of alignment and why the engagement is not sufficient. They also discuss that engagement will not only work with being committed with the organization but the success lies in the alignment of the organizational goal. Thus they have found that alignment must go hand in hand along with the engaged workers in order to achieve higher levels of employee engagement.

Bellon, Jennifers, Stevez-cubilete, Angela, Rodriguez, Nancy dandy, Roscoe , Lane, Samuelet (2019), Employee engagement and customer satisfaction : In this paper they have focused on the impact of loyalty among the customers through employee satisfaction. Here they have also taken into account the culture that prevails in the organization also influence the behavioural patterns of the employees which have an impact on the employee engagement. Thus they have analysed that employee engagement cannot work, if there is no proper connectivity with consumers and the organizational culture that exist.

Thiagarajan, Renugadevi, v. (2019), The author's conducted a literature search on employee engagement and interviews with 126 executives. Career development, performance appraisal and motivation factors are connected to employee engagement. The implications are that leaders should be educated on engagement, career development opportunities are particularly important and that

performance improvement should champion work life balance, these practices are useful to increase engagement.

Redman, Jo, (2011), A development program to improve leadership capability and employee engagement: Their article clearly specifies the processes and tools that are required to measure the employee engagement. The study has been undertaken in Saco company and it is reviewed on various perspectives. They have adopted the Myer Brigg's type indicator model in their questionnaire and has analysed on the basis of leadership capability and finally employee engagement. They have found that by the way if training the employees and thus improving the leadership skills the employee engagement is improved to greater extent in that company.

Greengrove, Karyn, (2018), Creating sustainable employee engagement strategies: In their article they have focused their attention on creating a sustainable environment to the employees in order to make them engaged in their work. The author has used a standard questionnaire, focus groups and interviews to support his analysis. Nearly 320 samples were collected from 13 hotels using self-report questionnaire. The response rate was 67%. Through multiple regressions they were able to encounter that employee engagement largely depends on the human resource relationship.

Lucey, John, (2019), The impact of a communications strategy and five step survey process on the improvement of employee engagement: In this article they have analyzed that the employee engagement can be enhanced by taking remedial actions and thus improving the performance the employee engagement can be strengthened. Moreover they have collected samples from powder/lcv companies by giving questionnaires. Focus groups were chosen and they were analyzed. The survey was conducted at various periods. They have analyzed that the focus groups perform well and they get motivated towards new working conditions will enhance the employee engagement.

Baradihi, Fadi. Lawrence, (2018), An exploratory case study on the influence of sustainability on employee engagement: In this article they examine the sustainability of employee engagement. They have collected samples from employees of 25 employees globally in a Dow chemical company. The study has led to the identifying the factors that helps to measure the employee engagement.

Those factors are grouped into 7 categories. Thus these factors that were found with the analysis can be used by the managers and the human resource development team in order to enhance the sustainability in employee engagement.

Thiagarajan, Renugadevi, (2018), Employee engagement practices in indian bpo industries: The article focuses that employee engagement should be associated with career development, performance appraisal and motivational factors. The study was conducted among the BPO employees in 5 places in chennai, coimbatore and others. Questionnaires were collected from the employees. They have used factor analysis, correlation and reliability test to examine their hypothesis. However from their test results proved to be positive. The author makes it clear that employee engagement is a continuous learning process and thus would lead greater employee participation in their jobs.

Parkes, Louise, Langford, Peter, (2018), Work-life balance or work-life alignment A test of the importance of work-life balance for employee engagement and intention to stay in organizations: In their article they examined the influence of work life balance with employee engagement. A sample of 16000 employees were assessed to test their ability with work life balance. From their analysis they have found 28 factors which contribute to employee engagement. When the correlation between work life balance and employee engagement it 38 revealed that work life balance scored least against retaining the employee in the organisation and making the work more interesting.

Scherrer, Pascal, Sheridan, Lynnaire, Sibson, Ruth, Ryan, (2019), Employee engagement with a corporate physical activity program: the global corporate challenge: In this article they have focused on employee engagement and the social responsibility of the organisation they work. They have analysed that if the employees health problems that are caused due to the work pressure in the organisation is minimized or taken care of then the employee engagement will automatically get strengthened. The analysis was done in gcc and when this technique was adopted the organization was able to view that the employees were more committed in their job.

Ketter, Paula, (2008), What's the big deal about employee engagement In their article they argue that employee engagement depends on a variety of factors and thus they do not depend on the size of the workforce or the organization. The study

was carried on a variety of factors but they resulted to be negative. When the employees were examined on emotional context it proved to be four times higher than the other factors. Thus employee engagement do not depends on the size of the workforce or the size of the organization.

Maber, Trevor Barry, (2016), Creating a great workplace: exploring shared values and employee engagement through appreciative inquiry: In their article they have illustrated the point which enhances the employee engagement. The author argues that employee engagement greatly depends upon the shared values among the employees in the organisation. It ignites the employee engagement in the workplace. This would create a positive approach towards organisation. They have analysed that the shared values among the employees in the workplace stimulates employee engagement. Anaza, Nwamaka ,

Rutherford, Brian, (2022), How organizational and employee customer identification, and customer orientation affect job engagement: This study examines and finds that employee-customer identification is an important contributing factor for customer orientation and job engagement among frontline employees in service industries. The findings also reveal that customer orientation acts as an intervening effect necessary in linking organizational identification and employee-customer identification to job engagement. Research 39 limitations/implications - the study's results advance understanding and consequently reveal the importance of employee-customer identification to employee behaviour. Specifically, the results underscore the prominent need for managers to build-up interpersonal connections with customers by reducing their firm's dependence on electronic storefronts in service-based encounters.

Heger, Brian, (2017), Linking the employment value proposition to employee engagement and business outcomes: This article describes a pilot study which examines the relationships between various evp and employee engagement measures and the business outcomes of profit margin, productivity, voluntary turnover, and accounts receivable. Using an on-line survey, 614 respondents rated the strength of their organizations' evp and self-reported their levels of employee engagement. Results showed several important relationships between evp fulfillment and the intention to stay component of employee engagement. However,

relationships between the employee measures and business outcomes were not as robust. Recommendations for making human capital investments and improving the design of future linkage research interventions are discussed.

EMPLOYEE ENGAGEMENT: A CRITICAL REVIEW OF LITERATURE - Nandini Borah and Mukulesh Barua (2018)

Though employee engagement has emerged as a major construct, there is substantial amount of ambiguity regarding its conceptualization and measures. This paper makes an attempt to critically review the existing literature around the construct and identify research gaps in the field for systematic empirical investigation in order to substantiate future studies. Review of literature was done in order to examine the gaps in the current literature. Four major gaps were identified through the review. Also, a conceptual framework has been developed which incorporates the identified gaps in research to conduct future empirical studies.

A LITERATURE REVIEW ON EMPLOYEE ENGAGEMENT STRATEGIES - R.J. Khaire (2016)

Employee engagement strategies are one of the key research areas in the human resource domain of management. Engaged employees are found to be more productive, efficient, and effective. Engaged employees are more likely to be higher performing and productive. They also often show a greater commitment to company's goals and values. On the other hand disengaged employees can be a liability for the organization. Organizations employ various strategies to keep their employees engaged. This article reviews select literature on employee engagement strategic

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strategies.

Effective Employee Engagement and Organizational Success - Manjan kaliannan, Samuel Narh Adjovu (2015)

Employee engagement as an “engine” in talent management drive draws its resilience from the effectiveness of various environmental factors from within and outside an organization. Strategic employee engagement initiatives support organizational branding and reputation among employees. The findings reveal that the engagement strategies deployed by the organization has achieved level of satisfactory. However there are areas of improvement that can be established to integrate the talent management with overall organizational corporate strategies.

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Leadership and Employee Engagement - Marie Carasco-Saul, Woocheol Kim, Taesung Kim (2014)

Leadership is one of the most studied topics in the organization sciences, and employee engagement one of the more recent. However, the relationship between leadership and employee engagement has not been widely investigated. As many organizations invest significant resources in retaining, developing, and engaging employees, human resource development (HRD) professionals are tasked to develop and partner with leaders to deliver those strategies effectively.

Employee Engagement: A Literature Review - Dharmendra MEHTA Naveen K. MEHTA (2013)

Motivated and engaged employees tend to contribute more in terms of organizational productivity and support in maintaining a higher commitment level leading to the higher customer satisfaction. Employees Engagement permeates across the employee-customer boundary, where revenue, corporate goodwill, brand image are also at stake. This paper makes an attempt to study the different dimensions of employee engagement with the help of review of literature. This can be used to provide an overview and references on some of the conceptual and practical work undertaken in the area of the employee engagement practices.

A review of employee engagement: Empirical studies Halid Hasana, Farika Nikmaha, Siti Nurbayaa, Nilawati Fiernaningsiha , Ellyn Eka Wahyu (2021)

In this research, This study aims to analyse the role of employee engagement as a discussion of human resource management, from Khan which focuses on the condition of human psychology. Organizations will get high engagement from their employees if communication and relationships between employers and employees are done well, creating a positive perception.

Employee Engagement at Kharanja Industry Pvt Ltd Humanbad BHADRAPPA HARALAYYA (2022)

The great employee's engagement system one of the representatives are exceptionally are cheerful to work in this organization, it keeps great communication between its colleagues, administration and also between the superior and its subordinates.

Factors affecting virtual employee engagement in India during Covid-19 Vijesh Chaudhary a , Smruti Rekha Mohanty(2021)

In this research concludes that the companies should consider regular contact of top management with employees, launch virtual training. The companies, according to our results, should not decrease the salaries of the employees. And finally, there should be facilities and assistance to guide the employees on how to improve the virtual tools such as internet connection and smooth functioning of personal computers.

A Study on Employee Engagement In an Industrial Setting (2022) stated that the important aspect of engagement for any organization is to have a good sense of what definition employee engagement must have in order to assist in the development of the company culture. In order to influence engagement and to drive improvement within the company, an organization must first know what the point of reference or baseline for improvement is. It was this author's intention to clarify the meaning of employee engagement from the employees in order to assist the organization to be more successful. This study was meant to be exploratory in nature. Alan M. Saks⁶ in his research work

A Study on Antecedents and consequences of employee engagement in various organization (2018), London. report that there is a meaningful difference between job and organization engagements and that perceived organizational support predicts both job and organization engagement; job characteristics predicts job engagement; and procedural justice predicts organization engagement.

SCHRITA OSBORNE, Et al (2017) this article is focused on effective employee engagement. It is a greatest challenge for the organization to engage the

employees and that leads to greater profits. Employee engagement is a mixture of leadership is enhanced when the leader has a direct relationship with workforce. Organization must provide a well secured working environment to improve employee engagement as employee spends his most of time in workplace.

MUNISH, Et al (2018) the most difficult task in today's world is to recruit good employees. Study proved that HRM practices like leadership, communication and other factors that can drive good financial condition of employee which leads retain the existing employees of the organization

A Study on Employee Engagement At Chennai-Tada Six Laning Project, L&T”(2021) came to know that the performance appraisal activities really play a major role in engaging the employees of the organization. It is a major factor that makes an employee feels good in his work and results in his satisfaction too. The organization can still concentrate on specific areas which are evolved from this study in order to make the engagement programs more effective.

Determinants of employee engagement and their impact on employee performance – Anitha J

In this research concludes that he variables that had major impact were working environment and team and co-worker relationship. Employee engagement had significant impact on employee performance

ARTI CHANDANI, Et al (2016) this review focuses on several factors that impact employee engagement in an organization. Nowadays management is striving to adopt different methods to keep their workforce engaged. Employee engagement in organization provides multi opportunities to pursue skills extends abilities and secure knowledge. Employee prefers to devote oneself by planning for their career development. According to them respecting and fair treatment of employees is also a kind of engaging the employee.

ADULWAHAB S BIN SHMAILAN (2017) organization profitability depends on employee performance, employee engagement and employee satisfaction. This study discusses on how to build up successful employee engagement program. When employee have more work satisfaction, happier to serve the promoters brand name this proves employee engagement increases productivity and overall performance.

A Project Report On Employee Engagement In HCL-BSERVE (2021) An analysis of the relevant literature found out HCL-BSERVE has well mandatory programs for all human resource development it is being shown that company is providing all the welfare measures, training program and development program which is boosting the employee engagement and commitment but still company has to concentrate on employee engagement programs to make engaged employees who are builders. They want to know the desired expectations for their role so they can meet and exceed them. Aaron MacIsaac⁵ in his research work entitle

CHAPTER 3

RESEARCH METHODOLOGY

METHODOLOGY:

Research methodology is mainly needed for the purpose of framing the research process and the designs and tools that are to be used for the project purpose. Research methodology helps to find Employee engagement in the company. This time research methodology is framed for the purpose of finding the level of Employees in the Current System. To know the attitude of the Employees data is collected through a structured questionnaire.

3.1. RESEARCH DESIGN:

Descriptive Research Design

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

3.2. SOURCES OF DATA:

In this research, internal and external source of data are used. Collected raw materials through facts and figure of researcher's works. Collecting data from company records and document, these are all internal data and other data are external.

In data collection, there are 2 types

➤ **Primary Data**

It is a source of collecting data by first-hand information through observation, direct communication or personal interviews of respondent's customers. In this, questionnaire is used for conducting personal interviews and for collecting the data.

➤ **Secondary Data**

It is collected from standard books, internal sources, magazines and newspapers and also collecting data from external and internal

sources from the company annual reports, company additional profile and company internal website.

3.3. STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into two sections. First part was designed to know the general information about EMPLOYEES and the second part contained the **respondent 's opinions about employee engagement at THE HINDU NEWSPAPER**

- Basic Introduction
- Personal Details
- Research related Questions
- Perception Questions
- Likert Scaling Questions
- Suggestion Question

3.4. SAMPLE SIZE

The sample size for this research project is 150

SAMPLE DESIGN

It is a particular definite plan formulation before collecting the data from population. The research should select a particular sample. In sampling, there are 2 types- probability sampling and non-probability sampling. In this research, only non-probability sampling is used.

- **Sampling**
 - Sampling design : Non-probability sampling
 - Sampling technique : convenience sampling
 - Sample unit : Employees
 - Sample size : 150 respondents

3.5. SAMPLING TECHNIQUE:

Convenience sampling method

A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach.

3.6. AREA OF THE STUDY:

The targeted people are the employees worked in THE HINDU newspaper head office.

3.7. PERIOD OF STUDY

The period of the study is to determine that research process is carried out for 3 months from Jan 2023 to Mar 2023

HYPOTHESIS:

HYPOTHESIS - 1

- ▶ H0: There is no significant difference between the age of the employees and their career growth and opportunities.
- ▶ H1: There is a significant difference between the age of the employees and their career growth and opportunities.

HYPOTHESIS - 2

- ▶ H0: There is no significant difference between role and employee perception towards job.
- ▶ H1: There is a significant difference between role and employee perception towards job.

TOOLS FOR ANALYSIS:

Questionnaire was created in order to receive the necessary response required from the sample to achieve the research objective. The tools used for this are

PERCENTAGE ANALYSIS

Research questions are always answered with a descriptive statistic: generally, either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

3.8. ANALYTICAL TOOLS(SPSS)

Tool for testing the Hypothesis (SPSS)

- Anova
- Correlation

ANOVA TEST

One-Way ANOVA ("analysis of variance") compares the means of two or more independent groups in order to determine whether there is statistical evidence that the associated population means are significantly different. One-Way ANOVA is a parametric test. This test is also known as: One-Factor ANOVA

CORRELATION

Correlation analysis in research is a statistical method used to measure the strength of the linear relationship between two variables and compute their association.

➤ **PEARSON CORRELATION**

The Pearson correlation coefficient (r) is the most common way of measuring a linear correlation. It is a number between -1 and 1 that measures the strength and direction of the relationship between two variables.

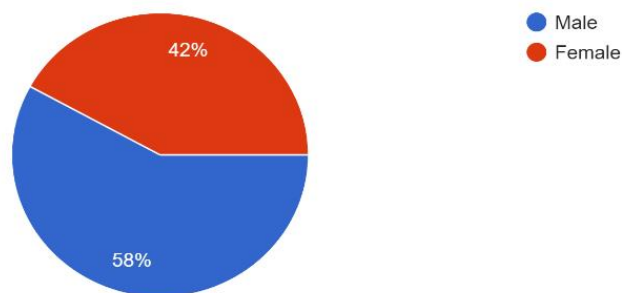
CHAPTER 4 DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS

4.1.1 Table indicating the gender of respondents

S.no	Gender	No of Respondents	Percentage analysis
1	Male	87	58%
2	Female	63	42%
Total		150	100%

GENDER
150 responses



Interpretation

From the above table it is interpreted that the gender of the respondents is male 58% and number of respondents in female are 42 %

INFERENCE

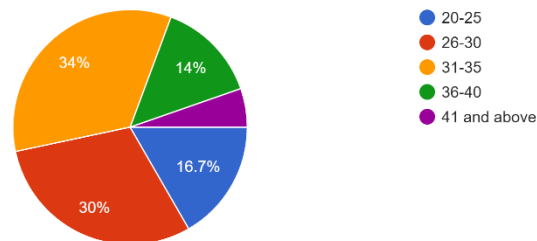
- Majority 58% of the respondents are male.

4.1.2 Table indicating the age of respondents

S.no	Age	No of Respondents	Percentage analysis
1	20-25	25	16.7%
2	26-30	45	30%
3	31-35	51	34%
4	36-40	21	14%
5	41 and above	8	5.3%
Total		150	100%

AGE

150 responses



Interpretation

From the above table it is interpreted that the number of respondents 20-25 ages of respondents are 16.7%, between 26-30 age of respondents are 30%, between 31-35 age of respondents 34%, between 36-40 age of respondents are 14%, and above 41 ages of respondents are 5.3%

INFERENCE

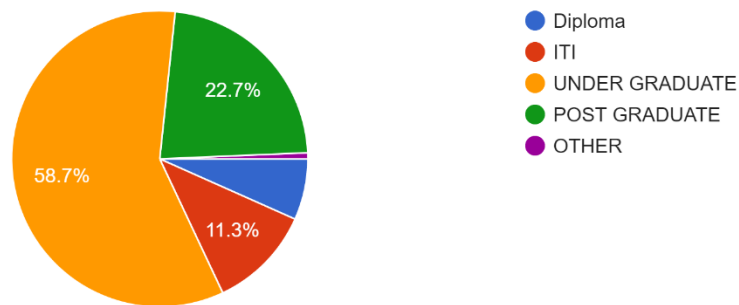
- Majority 34 % of the respondents belong to the age group of 31-35 category.

4.1.3 Table indicating the education qualification of respondents

S.no	Education qualification	No of Respondents	Percentage analysis
1	Diploma	10	6.7%
2	ITI	17	11.3%
3	Under graduate	88	58.7%
4	Post graduate	34	22.7%
5	other	1	0.7%
Total		150	100%

EDUCATION QUALIFICATION

150 responses



Interpretation

From the above table it is interpreted that the number of respondents ITI of respondents are 11.3% diploma of respondents are 6.7%, and under graduate of respondents 58.7 %, post graduate of respondents are 22.7%, other of respondents is 0.7%

INFERENCE

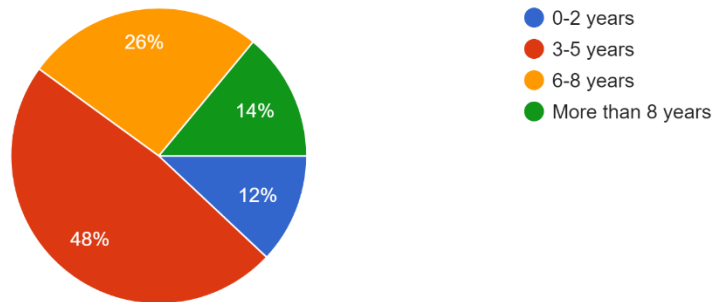
- Majority 58.7 % of the respondents belongs to UG educational qualification.

4.1.4 Table indicating the Experience of respondents

S.no	Experience	No of Respondents	Percentage analysis
1	0-2 years	18	12%
2	3-5 years	72	48%
3	6-8 years	39	26%
4	More than 8 years	21	14%
Total		150	100%

EXPERIENCE

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 12% is 0-2 years, 48% is 3-5 years, 26% is 6-8 years, 14% is more than 8 years.

INFERENCE

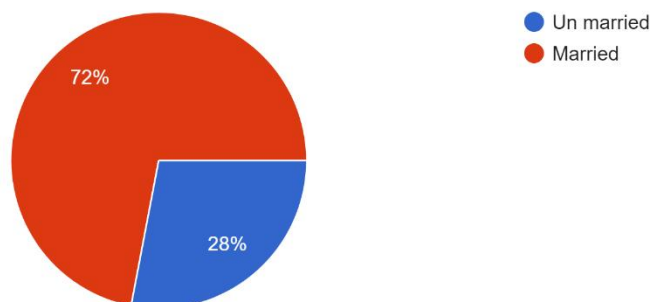
Majority 48% of the respondents had 3-5 years' experience.

4.1.5 Table indicating the Marital Status of respondents

S.no	Martial Status	No of Respondents	Percentage analysis
1	Un Married	42	28%
2	Married	108	72%
Total		150	100%

MARITAL STATUS

150 responses



Interpretation

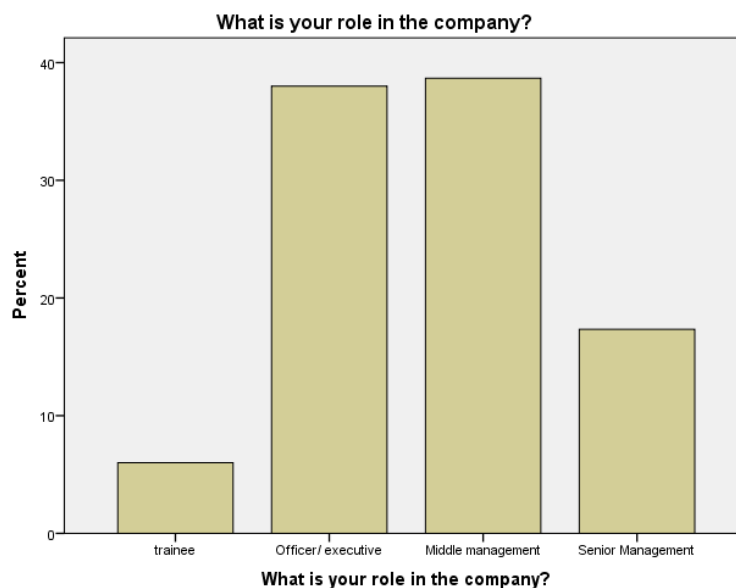
From the above table 28 % of respondents are unmarried and 72 % of respondents are married

INFERENCE

- Majority 72 % of the respondents were married.

4.1.6 Table indicating the role of respondents

What is your role in the company?				
		Frequency	Percent	Cumulative Percent
Valid	trainee	9	6.0	6.0
	Officer/ executive	57	38.0	44.0
	Middle management	58	38.7	82.7
	Senior Management	26	17.3	100.0
	Total	150	100.0	100.0



Interpretation

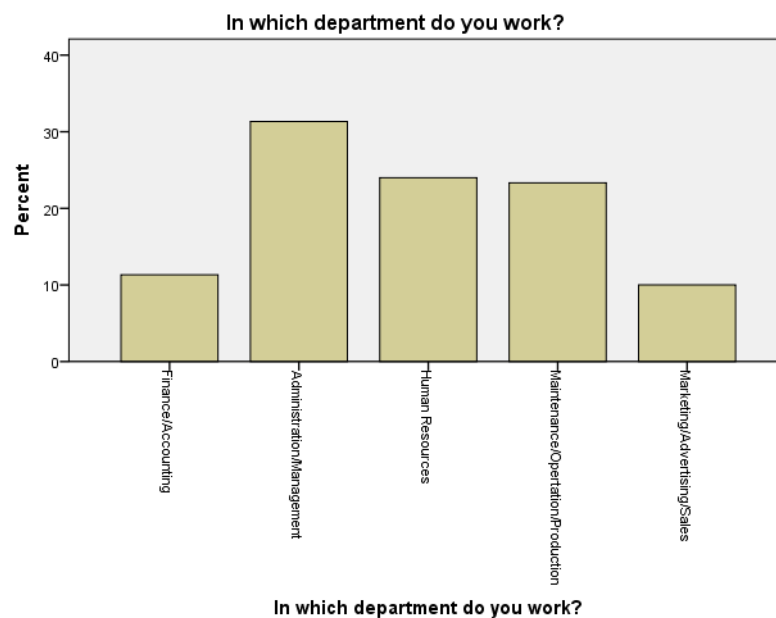
From the above table it is interpreted that the number of respondents were 6% is trainee, 38% is officer/executive, 38.7% is middle management, 17.3 % is senior management

INFERENCE

- Majority 38.7% of the respondents from the middle management.

4.1.7 Table indicating the department of respondents

In which department do you work?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Finance/Accounting	17	11.3	11.3	11.3
	Administration/Management	47	31.3	31.3	42.7
	Human Resources	36	24.0	24.0	66.7
	Maintenance/Opertation/Pro duction	35	23.3	23.3	90.0
	Marketing/Advertising/Sales	15	10.0	10.0	100.0
	Total	150	100.0	100.0	



Interpretation

From the above table it is interpreted that the number of respondents were 11.3% is Finance/accounting, 31.3% is Administration/Management, 24% is Human resources, 23.3% is Maintenance/Operation/production, 10% is marketing/advertising/sales.

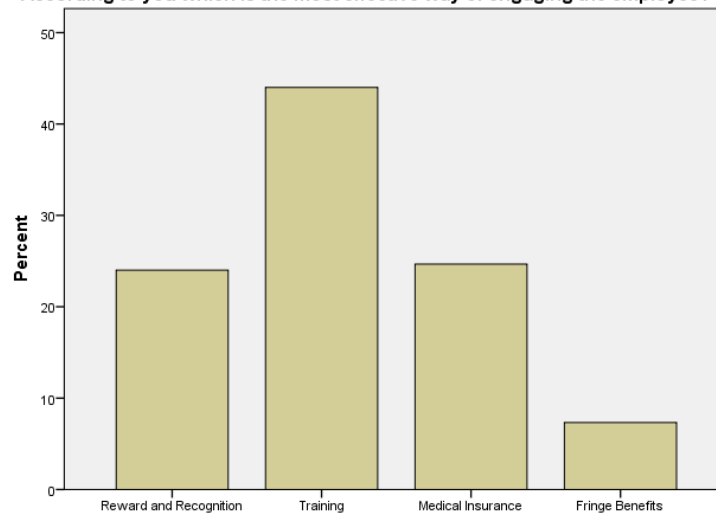
INFERENCE

- Majority 31.3 % of the respondents belongs to management department.

4.1.8 Table indicating the most effective way of engaging the employee

According to you which is the most effective way of engaging the employee?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Reward and Recognition	36	24.0	24.0	24.0
	Training	66	44.0	44.0	68.0
	Medical Insurance	37	24.7	24.7	92.7
	Fringe Benefits	11	7.3	7.3	100.0
	Total	150	100.0	100.0	

According to you which is the most effective way of engaging the employee?



According to you which is the most effective way of engaging the employee?

Interpretation

From the above table it is interpreted that the number of respondents were 24% is Rewards and Recognition, 44% is Training, 24.7% is Medical insurance, 7.3% is Fringe benefits.

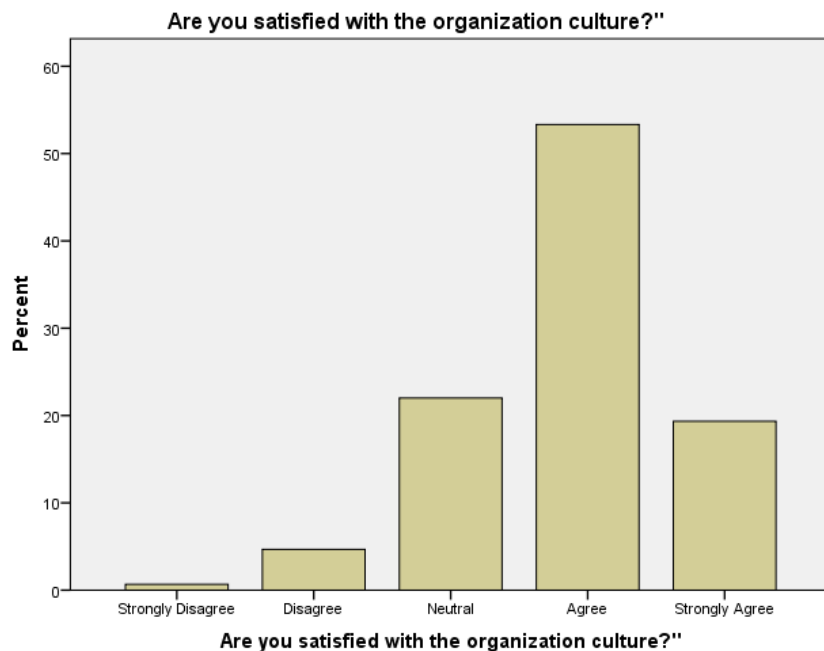
INFERENCE

- Majority 44% of the respondents said that training is the most effective way of engaging employees.

4.1.9 Table indicating the satisfied with the organization culture

Are you satisfied with the organization culture?"					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.7	.7	.7
	Disagree	7	4.7	4.7	5.3
	Neutral	33	22.0	22.0	27.3

Agree	80	53.3	53.3	80.7
Strongly Agree	29	19.3	19.3	100.0
Total	150	100.0	100.0	



Interpretation

From the above table it is interpreted that the number of respondents were 0.7% is Strongly disagree, 4.7% is disagree, 22% is Neutral, 53.3% is agree, 19.3% is strongly agree

INFERENCE

- Majority 53.3% of the respondents agree that they satisfied with organization culture

4.1.10 Table indicating the organization provide you with recognition for your accomplishment at work

Does organization provide you with recognition for your accomplishment at work?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	2.7	2.7	2.7
Disagree	8	5.3	5.3	8.0
Neutral	43	28.7	28.7	36.7
Agree	76	50.7	50.7	87.3
Strongly Agree	19	12.7	12.7	100.0
Total	150	100.0	100.0	



Interpretation

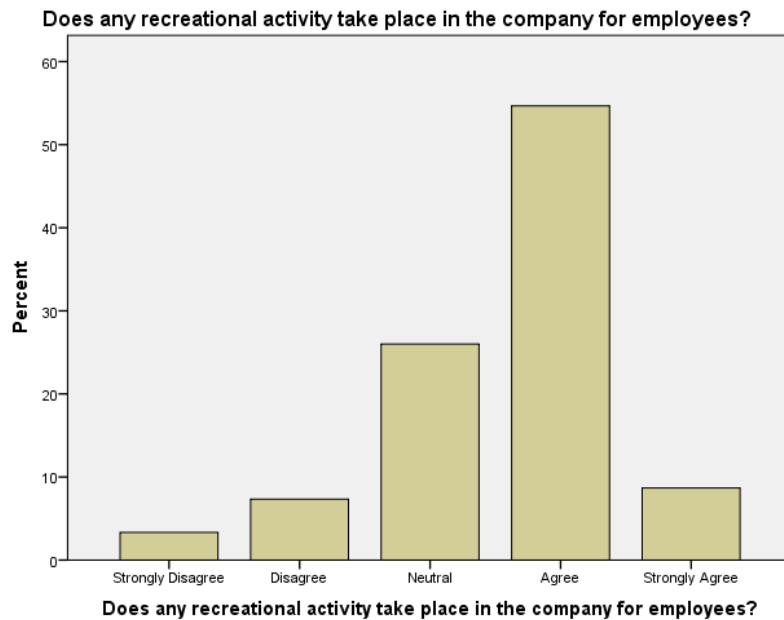
From the above table it is interpreted that the number of respondents were 2.7% is Strongly disagree, 5.3% is disagree, 28.7% is Neutral, 50.7% is agree, 12.7% is strongly agree

INFERENCE

- Majority 50.7% of the respondents agree that company recognize their accomplishment at work

4.1.11 Table indicating the recreational activity take place in the company for employees

Does any recreational activity take place in the company for employees?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	3.3	3.3	3.3
	Disagree	11	7.3	7.3	10.7
	Neutral	39	26.0	26.0	36.7
	Agree	82	54.7	54.7	91.3
	Strongly Agree	13	8.7	8.7	100.0
	Total	150	100.0	100.0	



Interpretation

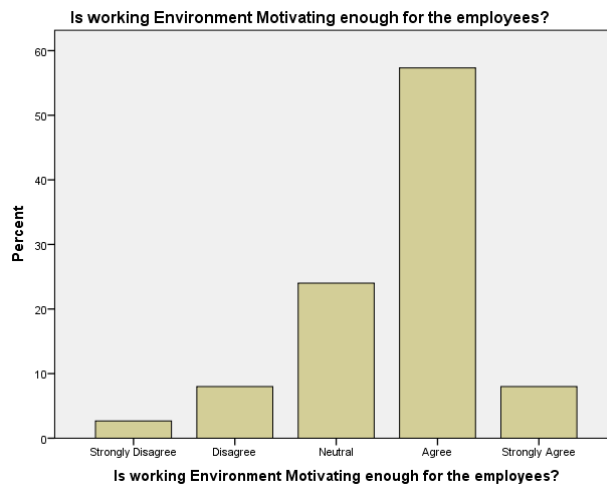
From the above table it is interpreted that the number of respondents were 3.3% is Strongly disagree, 7.3% is disagree, 26.0% is Neutral, 54.7% is agree, 8.7% is strongly agree

INFERENCE

- Majority 54.7% of the respondents agree that recreation activities is take place in company

4.1.12 Table indicating the Is working Environment Motivating enough for the employees?

Is working Environment Motivating enough for the employees?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.7	2.7	2.7
	Disagree	12	8.0	8.0	10.7
	Neutral	36	24.0	24.0	34.7
	Agree	86	57.3	57.3	92.0
	Strongly Agree	12	8.0	8.0	100.0
Total		150	100.0	100.0	



Interpretation

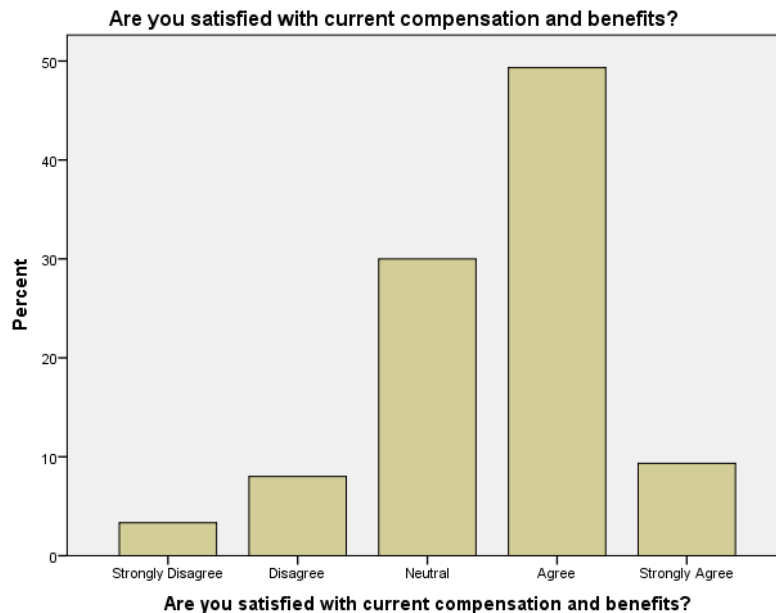
From the above table it is interpreted that the number of respondents were 2.7% is Strongly disagree, 8.0% is disagree, 24.0% is Neutral, 57.3% is agree, 8.0% is strongly agree

INFERENCE

- Majority 57.3% of the respondents agree that environment is motivating for employees

4.1.13 Table indicating the are you satisfied with current compensation and benefits

Are you satisfied with current compensation and benefits?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	3.3	3.3	3.3
	Disagree	12	8.0	8.0	11.3
	Neutral	45	30.0	30.0	41.3
	Agree	74	49.3	49.3	90.7
	Strongly Agree	14	9.3	9.3	100.0
Total		150	100.0	100.0	



Interpretation

From the above table it is interpreted that the number of respondents were 3.3% is Strongly disagree, 8% is disagree, 30% is Neutral, 49.3% is agree, 9.3% is strongly agree

INFERENCE

Majority 49.3 % of the respondents said agreed with current compensation and benefits

4.1.14 Table indicating the Whether your organization encourages you to develop professionally and acquire new skills

Whether your organization encourages you to develop professionally and acquire new skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.0	2.0	2.0
	Disagree	3	2.0	2.0	4.0
	Neutral	40	26.7	26.7	30.7
	Agree	85	56.7	56.7	87.3
	Strongly Agree	19	12.7	12.7	100.0
	Total	150	100.0	100.0	



Interpretation

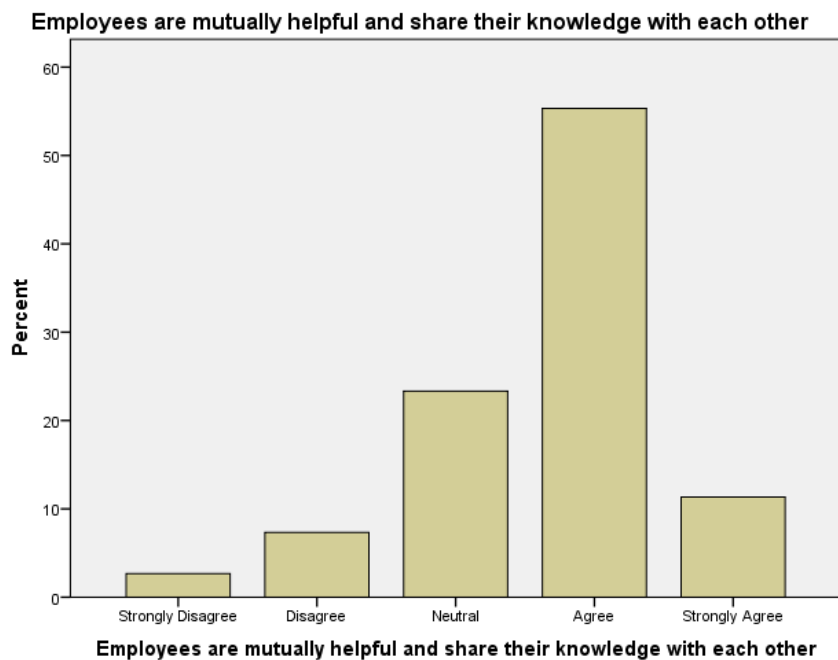
From the above table it is interpreted that the number of respondents were 2% is Strongly disagree, 2% is disagree, 26.7% is Neutral, 56.7% is agree, 12.7% is strongly agree

INFERENCE

- Majority 56.7% of the respondents agree that company encourages them to develop professionally and acquire new skills

4.1.15 Table indicating the Employees are mutually helpful and share their knowledge with each other

Employees are mutually helpful and share their knowledge with each other					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.7	2.7	2.7
	Disagree	11	7.3	7.3	10.0
	Neutral	35	23.3	23.3	33.3
	Agree	83	55.3	55.3	88.7
	Strongly Agree	17	11.3	11.3	100.0
	Total	150	100.0	100.0	



Interpretation

From the above table it is interpreted that the number of respondents were 2.7% is Strongly disagree, 7.3% is disagree, 23.3% is Neutral, 55.3% is agree, 11.3% is strongly agree

INFERENCE

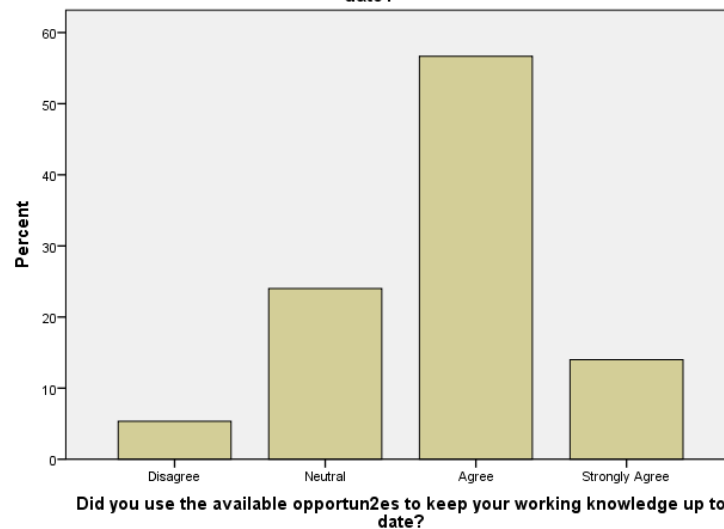
- Majority 55.3% of the respondents agree that employees are mutually helpful and share their knowledges

4.1.16 Table indicating the did you use the available opportunities to keep your working knowledge up to date

Did you use the available opportunities to keep your working knowledge up to date?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	5.3	5.3	5.3
	Neutral	36	24.0	24.0	29.3
	Agree	85	56.7	56.7	86.0
	Strongly Agree	21	14.0	14.0	100.0
	Total	150	100.0	100.0	

Did you use the available opportunities to keep your working knowledge up to date?



Interpretation

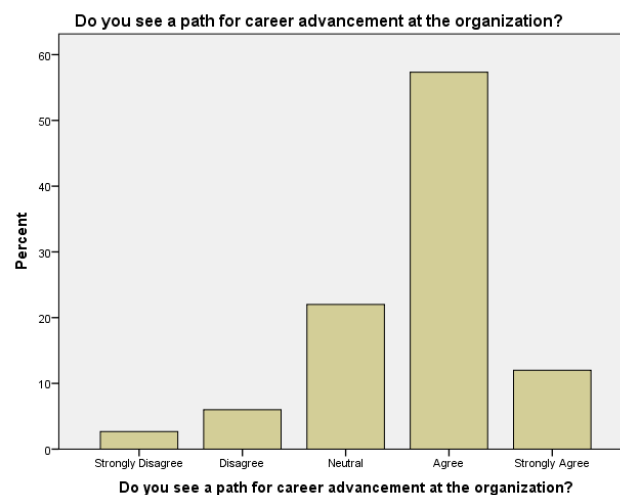
From the above table it is interpreted that the number of respondents were 0% is Strongly disagree, 5.3% is disagree, 24.0% is Neutral, 56.7% is agree, 14.0% is strongly agree

INFERENCE

- Majority 56.7% of the respondents agree that they have available opportunities to keep their knowledge up to the date

4.1.17 Table indicating the Do you see a path for career advancement at the organization

Do you see a path for career advancement at the organization?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.7	2.7	2.7
	Disagree	9	6.0	6.0	8.7
	Neutral	33	22.0	22.0	30.7
	Agree	86	57.3	57.3	88.0
	Strongly Agree	18	12.0	12.0	100.0
	Total	150	100.0	100.0	



INTERPRETATION

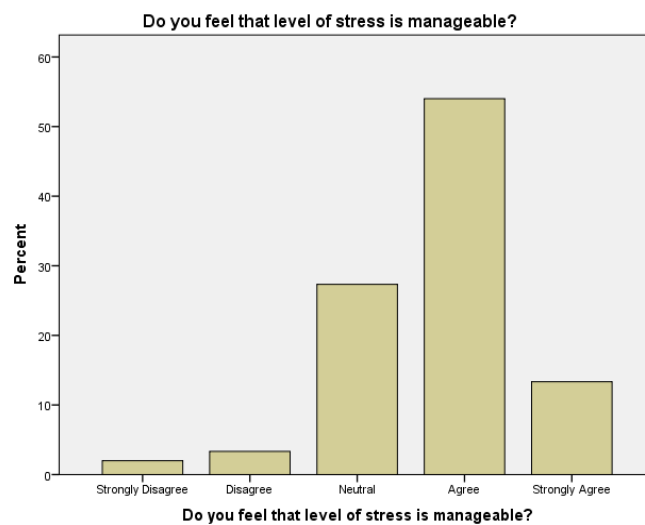
From the above table it is interpreted that the number of respondents were 2.7% is Strongly disagree, 6.0% is disagree, 22.0% is Neutral, 57.3% is agree, 12.0% is strongly agree

INFERENCE

- Majority 57.3% of the respondents agreed that they see a path for career advancement

4.1.18 Table indicating the do you feel the stress is manageable

Do you feel that level of stress is manageable?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.0	2.0	2.0
	Disagree	5	3.3	3.3	5.3
	Neutral	41	27.3	27.3	32.7
	Agree	81	54.0	54.0	86.7
	Strongly Agree	20	13.3	13.3	100.0
	Total	150	100.0	100.0	



INTERPRETATION

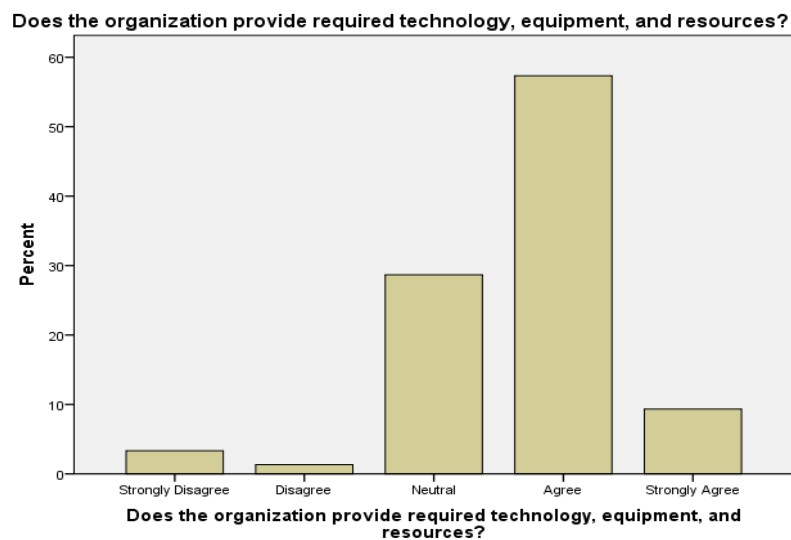
From the above table it is interpreted that the number of respondents were 2.0% is Strongly disagree, 3.3% is disagree, 27.3% is Neutral, 54.0% is agree, 13.3% is strongly agree

INFERENCE

- Majority 54% of the respondents agreed that stress is manageable during work

4.1.19 Table indicating the Does the organization provide required technology, equipment, and resources

Does the organization provide required technology, equipment, and resources?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	3.3	3.3	3.3
	Disagree	2	1.3	1.3	4.7
	Neutral	43	28.7	28.7	33.3
	Agree	86	57.3	57.3	90.7
	Strongly Agree	14	9.3	9.3	100.0
	Total	150	100.0	100.0	



INTERPRETATION

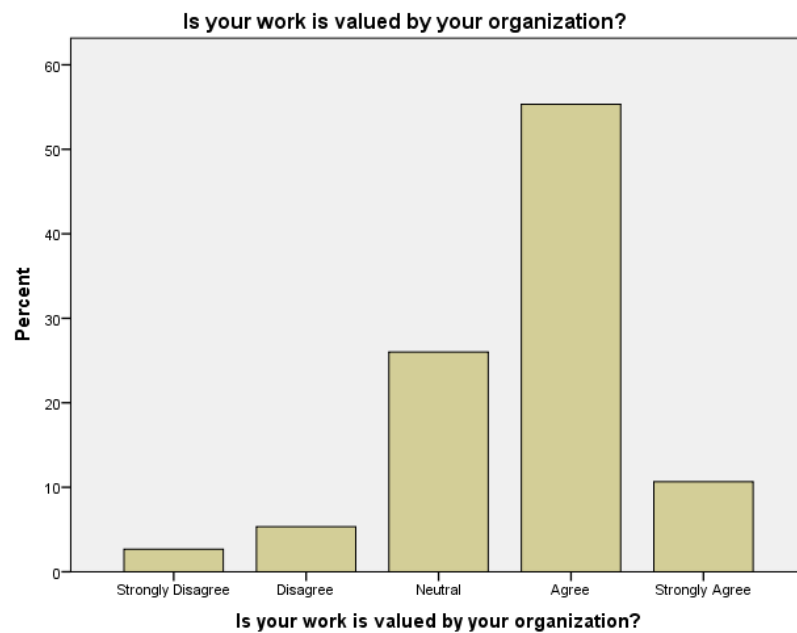
From the above table it is interpreted that the number of respondents were 3.3% is Strongly disagree, 1.3% is disagree, 28.7% is Neutral, 57.3% is agree, 9.3% is strongly agree

INFERENCE

- Majority 57.3% of the respondents agree that company provide required technology and equipment and resources

4.1.20 Table indicating the Is your work is valued by your organization

Is your work is valued by your organization?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.7	2.7	2.7
	Disagree	8	5.3	5.3	8.0
	Neutral	39	26.0	26.0	34.0
	Agree	83	55.3	55.3	89.3
	Strongly Agree	16	10.7	10.7	100.0
	Total	150	100.0	100.0	



INTERPRETATION

From the above table it is interpreted that the number of respondents were 2.7% is Strongly disagree, 5.3% is disagree, 26.0% is Neutral, 55.3% is agree, 10.7% is strongly agree

INFERENCE

- Majority 55.3% of the respondents agree that work is valued by their company

4.1.21 Table indicating the Are you comfortable with the leave facilities offered by the company?

Are you comfortable with the leave facilities offered by the company?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.3	1.3	1.3
	Disagree	8	5.3	5.3	6.7
	Neutral	40	26.7	26.7	33.3
	Agree	86	57.3	57.3	90.7
	Strongly Agree	14	9.3	9.3	100.0
	Total	150	100.0	100.0	



INTERPRETATION

From the above table it is interpreted that the number of respondents were 1.3% is Strongly disagree, 5.3% is disagree, 26.7% is Neutral, 57.3% is agree, 9.3% is strongly agree

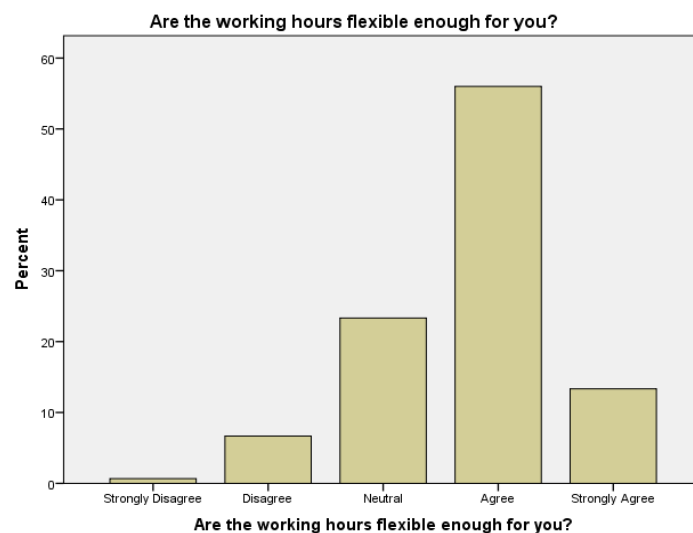
INFERENCE

- Majority 57.3% of the respondents agree that they are comfortable with their leave facilities offered by organization

4.1.22 Table indicating the Are the working hours flexible enough for you

Are the working hours flexible enough for you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.7	.7	.7
	Disagree	10	6.7	6.7	7.3
	Neutral	35	23.3	23.3	30.7
	Agree	84	56.0	56.0	86.7
	Strongly Agree	20	13.3	13.3	100.0
	Total	150	100.0	100.0	



INTERPRETATION

From the above table it is interpreted that the number of respondents were 0.7% is Strongly disagree, 6.7% is disagree, 23.3% is Neutral, 56.0% is agree, 13.3% is strongly agree

INFERENCE

- Majority 56.0% of the respondents agree that they are comfortable with their working hours offered by organization

4.1.23 Table indicating the Does your manager is open to new ideas and suggestions

Does your manager is open to new ideas and suggestions?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.7	.7	.7
	Disagree	10	6.7	6.7	7.3
	Neutral	35	23.3	23.3	30.7
	Agree	83	55.3	55.3	86.0
	Strongly Agree	21	14.0	14.0	100.0
	Total	150	100.0	100.0	



INTERPRETATION

From the above table it is interpreted that the number of respondents were 0.7% is Strongly disagree, 6.7% is disagree, 23.3% is Neutral, 55.3% is agree, 14.0% is strongly agree

INFERENCE

- Majority 55.3% of the respondents agree that their manager is open to new ideas and suggestion

4.1.24 Table indicating the Do you get regular feedback from TL / Manager

Do you get regular feedback from TL / Manager?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	3.3	3.3	3.3
	Disagree	6	4.0	4.0	7.3
	Neutral	36	24.0	24.0	31.3
	Agree	85	56.7	56.7	88.0
	Strongly Agree	18	12.0	12.0	100.0
	Total	150	100.0	100.0	



INTERPRETATION

From the above table it is interpreted that the number of respondents were 3.3% is Strongly disagree, 4.0% is disagree, 24.0% is Neutral, 56.7% is agree, 12.0% is strongly agree

INFERENCE

- Majority 56.7% of the respondents agree that they are getting feedback regularly from their managers or team leader

HYPOTHESIS - 1

- H0 : There is no significant difference between the age of the employees and their career growth and opportunities.
- H1 : There is a significant difference between the age of the employees and their career growth and opportunities.

4.2 ANOVA TEST

ANOVA

AGE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.659	4	.915	.939	.443
Within Groups	141.301	145	.974		
Total	144.960	150			

INTERPRETATION

The p value is 0.443 which is greater than the significance value (0.05) hence null hypothesis (H0) is accepted. And H1 is rejected

INFERENCE

Therefore, there is a no significant difference between the age and career opportunities

One way Anova

ANOVA

What is your role in the company?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.861	4	.465	.667	.616
Within Groups	101.133	145	.697		
Total	102.993	150			

INTERPRETATION

The p value is 0.616 which is greater than the significance value (0.05) hence null hypothesis (H0) is accepted and H1 is rejected

INFERENCE

Therefore, there no is a significant difference between the role and job satisfaction

4.3 CORRELATION

Correlations

		AGE	Do you see a path for career advancement at the organization?
AGE	Pearson Correlation	1	-.062
	Sig. (2-tailed)		.452
	N	150	150
Do you see a path for career advancement at the organization?	Pearson Correlation	-.062	1
	Sig. (2-tailed)	.452	
	N	150	150

INTERPRETATION

The p value is -0.62 which is less than the significance value (0.05) hence alternate hypothesis (H1) is accepted. Therefore, there is a significant difference between the age and career opportunities

► HYPOTHESIS – 2

- H0: There is no significant difference between job role and employee perception towards job.
- H1: There is a significant difference between job role and employee perception towards job.

Correlations

Correlations			
		What is your role in the company?	Do you feel that level of stress is manageable?
What is your role in the company?	Pearson Correlation	1	.049
	Sig. (2-tailed)		.549
	N	150	150
Do you feel that level of stress is manageable?	Pearson Correlation	.049	1
	Sig. (2-tailed)	.549	
	N	150	150

Interpretation

The p value is 0.49 which is greater than the significance value (0.05) hence null hypothesis (H0) is accepted. Therefore, there is a significant difference between the role and job satisfaction.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. FINDINGS

- Majority 58% of the respondents are male.
- Majority 34 % of the respondents belong to the age group of 31-35 category.
- Majority 72 % of the respondents were married.
- Majority 58.7 % of the respondents belongs to UG educational qualification.
- Majority 31.3 % of the respondents belongs to management department.
- Majority 48% of the respondents had 3-5 years' experience.
- Majority 38.7% of the respondents from the middle management.
- Majority 44% of the respondents said that training is the most effective way of engaging employees.
- Majority 50.7% of the respondents agree that company recognize their accomplishment at work
- Majority 53.3% of the respondents agree that they satisfied with organization culture
- Majority 54.7% of the respondents agree that recreation activities is take place in company
- Majority 57.3%of the respondents agree that environment is motivating for employees
- Majority 49.3 % of the respondents said agreed with current compensation and benefits
- Majority 56.7% of the respondents agree that company encourages them to develop professionally and acquire new skills
- Majority 55.3% of the respondents agree that employees are mutually helpful and share their knowledges
- Majority 56.7% of the respondents agree that they have available opportunities to keep their knowledge up to the date
- Majority 57.3% of the respondents agreed that they see a path for career advancement
- Majority 54% of the respondents agreed that stress is manageable during work

- Majority 57.3% of the respondents agree that company provide required technology and equipment and resources
- Majority 55.3% of the respondents agree that work is valued by their company
- Majority 57.3% of the respondents agree that they are comfortable with their leave facilities offered by organization
- Majority 56.0% of the respondents agree that they are comfortable with their working hours offered by organization
- Majority 55.3% of the respondents agree that their manager is open to new ideas and suggestion
- Majority 56.7% of the respondents agree that they are getting feedback regularly from their managers or team leader

- By using anova for finding the relationship between the AGE & Do you see a path for career advancement at the organization? that the p value is 0.443 which is greater than the significant level (0.05). Hence, H_0 is accepted and H_1 gets rejected.
- By using anova for finding the relationship between the What is your role in the company? & Do you feel that level of stress is manageable? that the p value is 0.616 which is higher than the significant level (0.05). Hence, H_0 is accepted and H_1 gets rejected.

- By using the Correlation for finding the relationship between, AGE & Do you see a path for career advancement at the organization? we found that there is a Negative correlation underlies between both the factors with the value of 0.01 level of significance and also found that strong relationship (-0.062) found between each variable.
- By using the Correlation for finding the relationship between, what is your role in the company? & Do you feel that level of stress is manageable? we found that there is a positive correlation underlies between both the factors with the value of 0.01 level of significance and also found that strong relationship (0.042) found between each variable.

5.2 SUGGESTIONS

- Supervisors and Managers should meet at regular intervals with the employees to discuss about the improvement in the company, at work place.
- Gap between managers and the employees should be reduced by raising the level of engagement by conducting extra co-curricular activities like social and cultural programs.
- Create good and healthy environment at work place by increasing interactions, credibility, confidence etc.
- Encourage employees them to take part in the job rotation, job enrichment and other activities being carried out in the organization.
- Conduct more of employee engagement activities like mentorship programs, collaborations, cross trainings, fun work day etc.

5.3. CONCLUSION

- Based on the thoughtful study of employee engagement at the company, also it is found that it is emerging as an important HR concept.
- Employee Engagement is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity and importance in the workplace and impacts organizations in many ways.
- An organization should thus recognize employees, more than any other variable, as powerful contributors to its competitive position.
- Engaged employees can help your organization achieve its mission, execute its strategy and generate important business results.
- Therefore, employee engagement should be a continuous process of learning, improvement, measurement and action.
- This research also states the focus on the various factors which influence employee engagement. It has been observed that organizations with higher levels of employee engagement outperform their competitors in terms of profitability.
- Would hence conclude saying that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour.

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ANNEXURE – QUESTIONNAIRE
A STUDY ON EMPLOYEE ENGAGEMENT WITH SPECIAL
REFERENCE TO THE HINDU NEWSPAPER

Email

1. Name
2. Gender
 - a. Male b. Female
3. Age Groups
 - a. 20-25 b. 26-30 c.31-35 d.36-40 e. 41 and above
4. Marital status
 - a. Married b. Unmarried
5. Education Qualification
 - a. Diploma b. ITI c. Undergraduate c. Post graduate
6. Experience
 - a. 0-2 years b.3-5 years c. 6-8 years d. more than 8 years
7. What is your role in the company?
 - a. Trainee b. Officer/ executive c. Middle management d. Senior Management
8. In which department do you work?
 - a. Administration/Management b. Finance/Accounting c. Human Resources
 - d. Marketing/Advertising/Sales e. Maintenance/Operations /Production.
9. According to you which is the most effective way of engaging the employee?
 - a. Rewards and Recognition b. Training c. Medical insurance d. Fringe benefits e. Other

S.no	Satisfaction with the organization and working atmosphere	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
10	Are you satisfied with the organization culture?					
11	Does organization provide you with recognition for your accomplishment at work?					
12	Does any recreational activity take place in the company for employees?					
13	Is working Environment Motivating enough for the employees?					
14	Are you satisfied with current compensation and benefits?					
S.NO	Satisfaction with learning and educational opportunities	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
15	Whether your organization encourages you to develop professionally and acquire new skills					
16	Employees are mutually helpful and share their knowledge with each other					
17	Did you use the available opportunities to keep your working knowledge up to date?					

18	Do you see a path for career advancement at the organization?					
S.no	Satisfaction with Job	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
19	Do you feel that level of stress is manageable?					
20	Does the organization provide required technology, equipment, and resources?					
21	Is your work is valued by your organization?					
22	Are you comfortable with the leave facilities offered by the company?					
23	Are the working hours flexible enough for you?					
24	Does your manager is open to new ideas and suggestions?					
25	Do you get regular feedback from TL / Manager?					

ANNEXURE II – RESEARCH ARTICLE
A STUDY ON EMPLOYEE ENGAGEMENT WITH SPECIAL REFERENCE
TO THE HINDU NEWSPAPER

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ABSTRACT

Employees who are actively engaged in their job and committed to their organizations provide significant competitive advantages to their organizations, such as increased productivity and fewer employee turnover. The research focused on the practices used in the organization to engage employees. The objective of this research was to determine the amount of dedication, employee perception of their job, and top management support in the business. In order to investigate employee engagement, this study used a descriptive survey approach. The sample was drawn from the organization using a random sampling procedure. Primary and secondary data were used in the course of the study. According to the findings of the study, employer assistance and recognition would contribute to the development of trust between employees and management. The organization promoted information sharing. The organization supported the exchange of information, knowledge, and resources, as well as chances for employees to develop and grow, influencing employee engagement.

KEYWORDS:

Employee Engagement, employee satisfaction, organization culture, career growth

INTRODUCTION:

Human resource has various ways of usage by different people, ‘Human Resource Management’ ‘Human Resource development’ and “Human Resources” interchangeably, and abbreviate Human Resource as HR – HR has become a conventional term to refer to all of these phrases.

HR is considered by many business strategies to be the most important of all company resources which mainly influences in gaining new skills to the employees, thereby increasing the size of a company’s competitive advantage over time. Human Resource addresses the process of managing people within an organization at both micro and a macro level and also comprises the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and health measures in compliance with labor laws

Employee Engagement has emerged as a popular organizational concept in recent years. It is the level of commitment and involvement of an employee towards the 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. Employee engagement develops positive attitude among the employees towards the organization.

OBJECTIVES

- To understand the employee engagement strategies in the organization.
- To Identify and diagnosis the factors of employee engagement.
- To assess the employee perception towards the workplace.
- To find out the satisfaction level of employees with current system

SCOPE OF THE STUDY

- Employee engagement will help to reduce the attrition and increase productivity and profit
- Employee engagement examine and focus how to make employee more engaged and committed towards the organizational growth
- To learn various aspects, tools and policies which can be applied for making the employee more engaged.

NEED FOR THE STUDY

- Studying employee engagement in an organization provides clue for the employees to contribute to bottom line business success
- To understand and identify the problematic areas and make a plan and take action towards improvement
- This study helps not only to retain values employee but also the level of performance
- This study helps to improve overall organizational effectiveness
- This study help estimate organization capacity to manage employee engagement that is closely related to its ability to achieve high performance level and superior business level.

REVIEW OF LITERATURE:

Empirical studies - Halid Hasana, Farika Nikmaha, Siti Nurbayaa, Nilawati Fiernaningsiha , Ellyn Eka Wahyu (2021) Many companies are modernizing by maximizing the use of technology, employee management remains an important topic, where employees are the creators of policies, procedures and business strategies. Having employees with high engagement is not easy for a company. So it is always interest to discuss the factors that influence employee engagement.

Employee engagement Interventions - Arthi purushotham (2020) A successful organization enables effective organization performance by strategic maneuver . Leadership skills, motivation, training, Rewards, Career development, Strategic planning, Management support, organization culture and climate are all the factors emphasized for an effective and efficient organization performance. The bottom line for all the above factors which yields benefits is in identifying the right 22 resources.

Employee engagement: a literature review - g nalini, Dr.khyser mohd (2019) Modern organizations consider their employees to be full of enthusiasm, excitement and express initiative at work, they want them to take concern for their own development, try for high quality and performance, be stout and dedicated to what they do and in other words companies need their employees be engaged. Engagement is achieved when people envisage that their organization respects their work, their work contributes to the organizational development and more prominently their personal ambitions of growth, rewards and pay are met.

Employee engagement & retention- Munish , Rachna Agarwal(2017) The objective is to analyze the critical factor which can affect the level of retention & engagement of employees with the help of literature review. For the current article the researchers reviewed 30 relevant research papers/ literature comprising employee retention& engagement concepts and practices amply.

A Study on customer services and employee engagement in the Indian Healthcare Industry - B Shivraj, B Rose Kavitha (2011) The value of this research is in its ability to recognise the organisational policies and practices that are the most important drivers of customer satisfaction in a specific organisation. Human Resources Management (HRM) plays a central role in the exchange relationships between the organisation's management and its employees.

Organizational Image and Employee Engagement: Exploring the InterRelationships Between Construed External Image and Perceived Organizational Identity (2023) – shinwoo lee We examine the influence of these two organizational images on employee engagement, with an emphasis on both the mediating and moderating role of POI between CEI and employee engagement. Empirical results show that both image dimensions positively influence employee engagement. More importantly, we find that POI acts as a moderator in the CEI–employee engagement relationship, that is, the positive influence of CEI on the outcome depends on the level of POI.

The effects of team-based recognition on employee engagement and effort (2022) -adam preslee Interest to compensation system designers in settings where employee motivation is low and individual performance is costly or difficult to measure. We show that team-based recognition can be effective in such settings.

RESEARCH DESIGN:

The study is descriptive in nature. This research is basically fact finding with adequate interpretation using simple analysis of data and by developing thinking and elaborating of patterns and obtaining tentative generalizations as hypothesis.

SOURCES OF DATA:

- || Primary Data – Questionnaire given to 150 respondents
- || Secondary Data - Websites and, Published reports & Review of literature from published articles.

HYPOTHESIS:

|| HYPOTHESIS 1

- H0: There is no significant difference between the age of the employees and their career growth and opportunities.
- H1: There is a significant difference between the age of the employees and their career growth and opportunities.

➤ HYPOTHESIS 2

- H0: There is no significant difference between role and employee perception towards job.
- H1: There is a significant difference between role and employee perception towards job

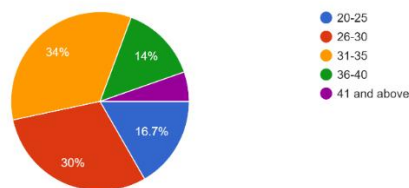
PERCENTAGE ANALYSIS:

Research questions are always answered with a descriptive statistic generally either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

4.1.2 Table indicating the age of respondents

S.no	Age	No of Respondents	Percentage analysis
1	20-25	25	16.7%
2	26-30	45	30%
3	31-35	51	34%
4	36-40	21	14%
5	41 and above	8	5.3%
Total		150	100%

AGE
150 responses



Interpretation

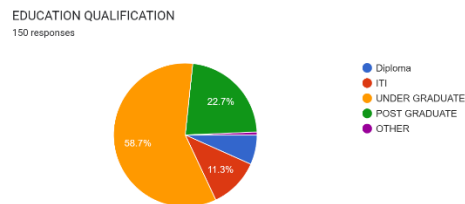
From the above table it is interpreted that the number of respondents 20-25 ages of respondents are 16.7%, between 26-30 age of respondents are 30%, between 31-35 age of respondents 34%, between 36-40 age of respondents are 14%, and above 41 ages of respondents are 5.3%

INFERENCE

- Majority 34 % of the respondents belong to the age group of 31-35 category.

4.1.3 Table indicating the education qualification of respondents

S.no	Education qualification	No of Respondents	Percentage analysis
1	Diploma	10	6.7%
2	ITI	17	11.3%
3	Under graduate	88	58.7%
4	Post graduate	34	22.7%
5	other	1	0.7%
Total		150	100%



Interpretation

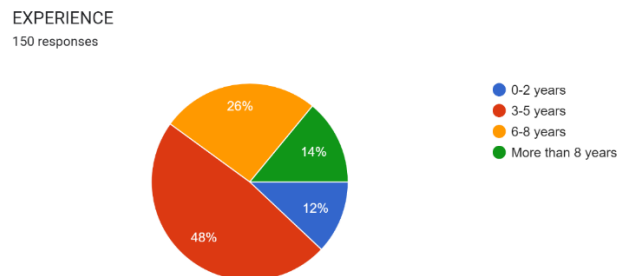
From the above table it is interpreted that the number of respondents ITI of respondents are 11.3% diploma of respondents are 6.7%, and under graduate of respondents 58.7 %, post graduate of respondents are 22.7%, other of respondents is 0.7%

INFERENCE

- Majority 58.7 % of the respondents belongs to UG educational qualification.

4.1.4 Table indicating the Experience of respondents

S.no	Experience	No of Respondents	Percentage analysis
1	0-2 years	18	12%
2	3-5 years	72	48%
3	6-8 years	39	26%
4	More than 8 years	21	14%
Total		150	100%



Interpretation

From the above table it is interpreted that the number of respondents were 12% is 0-2 years, 48% is 3-5 years, 26% is 6-8 years, 14 % is more than 8 years.

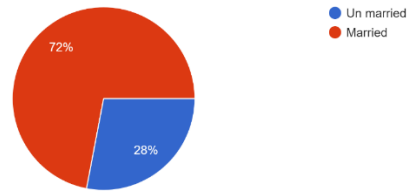
INFERENCE

Majority 48% of the respondents had 3-5 years' experience.

4.1.5 Table indicating the Martial Status of respondents

S.no	Martial Status	No of Respondents	Percentage analysis
1	Un Married	42	28%
2	Married	108	72%
Total		150	100%

MARITAL STATUS
150 responses



Interpretation

From the above table 28 % of respondents are unmarried and 72 % of respondents are married

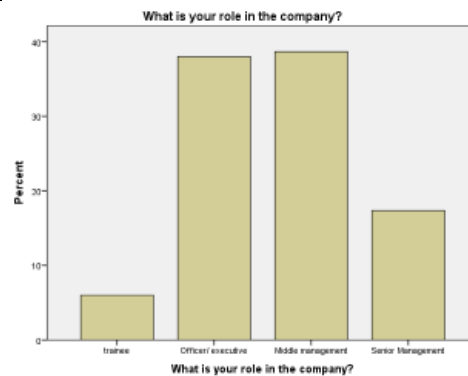
INFERENCE

- Majority 72 % of the respondents were married.

4.1.6 Table indicating the role of respondents

What is your role in the company?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid trainee	9	6.0	6.0	6.0
Officer/ executive	57	38.0	38.0	44.0
Middle management	58	38.7	38.7	82.7
Senior Management	26	17.3	17.3	100.0
Total	150	100.0	100.0	



Interpretation

From the above table it is interpreted that the number of respondents were 6% is trainee, 38% is officer/executive, 38.7% is middle management, 17.3 % is senior management

INFERENCE

- Majority 38.7% of the respondents from the middle management.

ANOVA

AGE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.659	4	.915	.939	.443
Within Groups	141.301	145	.974		
Total	144.960	149			

INTERPRETATION

The p value is 0.443 which is greater than the significance value (0.05) hence null hypothesis (H0) is accepted. And H1 is rejected. Therefore, there is a no significant difference between the age and career opportunities

CORRELATION

		AGE	Do you see a path for career advancement at the organization?
AGE	Pearson Correlation	1	-.062
	Sig. (2-tailed)		.452
	N	150	150
Do you see a path for career advancement at the organization?	Pearson Correlation	-.062	1
	Sig. (2-tailed)	.452	
	N	150	150

INTERPRETATION

The p value is -.062 which is less than the significance value (0.05) hence alternate hypothesis (H1) is accepted. Therefore, there is a significant difference between the age and career opportunities.

FINDINGS

- ▮ Majority 58% of the respondents are male.
- ▮ Majority 34 % of the respondents belong to the age group of 31-35 category.
- ▮ Majority 72 % of the respondents were married.
- ▮ Majority 58.7 % of the respondents belongs to UG educational qualification.
- ▮ Majority 31.3 % of the respondents belongs to management department.
- ▮ Majority 48% of the respondents had 3-5 years' experience.
- ▮ Majority 38.7% of the respondents from the middle management.
- ▮ Majority 44% of the respondents said that training is the most effective way of engaging employees.
- ▮ Majority 50.7% of the respondents agree that company recognize their accomplishment at work
- ▮ Majority 53.3% of the respondents agree that they satisfied with organization culture
- ▮ Majority 54.7% of the respondents agree that recreation activities is take place in company
- ▮ Majority 57.3% of the respondents agree that environment is motivating for employees.
- ▮ Majority 49.3 % of the respondents said agreed with current compensation and benefits
- ▮ Majority 56.7% of the respondents agree that company encourages them to develop professionally and acquire new skills
- ▮ Majority 55.3% of the respondents agree that employees are mutually helpful and share their knowledges
- ▮ Majority 56.7% of the respondents agree that they have available opportunities to keep their knowledge up to the date
- ▮ Majority 57.3% of the respondents agreed that they see a path for career advancement
- ▮ Majority 54% of the respondents agreed that stress is manageable during work 65
- ▮ Majority 57.3% of the respondents agree that company provide required technology and equipment and resources
- ▮ Majority 55.3% of the respondents agree that work is valued by their company
- ▮ Majority 57.3% of the respondents agree that they are comfortable with their leave facilities offered by organization
- ▮ Majority 56.0% of the respondents agree that they are comfortable with their working hours offered by organization
- ▮ Majority 55.3% of the respondents agree that their manager is open to new ideas and suggestion

- Majority 56.7% of the respondents agree that they are getting feedback regularly from their managers or team leader.

SUGGESTIONS AND RECOMMENDATIONS

- Supervisors and Managers should meet at regular intervals with the employees to discuss about the improvement in the company, at work place.
- Gap between managers and the employees should be reduced by raising the level of engagement by conducting extra co-curricular activities like social and cultural programs.
- Create good and healthy environment at work place by increasing interactions, credibility, confidence etc.
- Encourage employees them to take part in the job rotation, job enrichment and other activities being carried out in the organization.
- Conduct more of employee engagement activities like mentorship programs, collaborations, cross trainings, fun work day etc.

LIMITATIONS OF THIS STUDY

- The study is restricted to only 150 employees of THE HINDU GROUP Private Limited.
- The information provided by the respondents could also be biased or inaccurate. No independent verification of the data was possible.
- Time is a major constraint.
- Information from more employees would have made this study more exhaustive but due to time limitations it is not possible.
- The respondents chosen were busy and have less time to answer the questionnaires.

CONCLUSION

- Based on the thoughtful study of employee engagement at the company, also it is found that it is emerging as an important HR concept.
- Employee Engagement is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity and importance in the workplace and impacts organizations in many ways.
- An organization should thus recognize employees, more than any other variable, as powerful contributors to its competitive position. Engaged employees can help your organization achieve its
- strategy and generate important business results. Therefore, employee engagement should be a continuous process of learning, improvement, measurement and action.
- This research also states the focus on the various factors which influence employee engagement. It has been observed that organizations with higher levels of employee engagement outperform their competitors in terms of profitability.
- Would hence conclude saying that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor. the course of accomplishing its organizational goals.

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