

**“A DETAILED STUDY OF IMPACT OF EMPLOYEE ENGAGEMENT
ON PERFORMANCE AND SATISFACTION LEVEL OF EMPLOYEES
AT BAJAJ ALLIANZ PVT LTD.”**

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

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DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade “A++” by NAAC I Category– 1 University By

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **SJ Sanjay Ram (42410192)** who carried out the Project Training “**A Detailed Study of impact employee engagement on performance and satisfaction level of employees with Bajaj Allianz pvt ltd** under my supervision from **JANUARY 2024 to APRIL 2024.**

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DECLARATION

I **SJ Sanjay Ram (42410192)** hereby declare that the Project Report entitled “**A Detailed Study of impact employee engagement on performance and satisfaction level of employees with Bajaj Allianz pvt ltd**” done by me under the guidance of Dr.Seethal is submitted in partial fulfilment of the requirements for the award of **MASTER OF BUSINESS ADMINISTRATION**.

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ABSTRACT

Though frameworks for understanding engagement vary, the concept is commonly understood to capture levels of commitment and discretionary effort exhibited by employees. In a world that is changing both in terms of the global nature of work and the diversity of the workforce, engaged employees may be a key to competitive advantage. To improve employee engagement and to give full play to the employee potential ability is a magic weapon to obtain success. Employee engagement is a relatively new but extremely popular concept in the field of Human Resource Development. It has been discussed by many of HRD practitioners lately because it is believed to have positive impacts toward performance, work attitude and work behavior. It has become a topic of immense interest in the organizational literature in recent years and has also been acknowledged as a vital factor contributing to organizational success and could have positive implications in all aspects of any business. It combines elements of belonging, commitment, motivation, readiness and productivity. We theorize that engagement, conceptualized as the investment of an individual's complete self into a role, provides a more comprehensive explanation of relationships with performance than do well-known concepts that reflect narrower aspects of the individual's self. Employee engagement is a strategic approach for driving improvement and encouraging organizational change. Organizations have the potential to gain considerable benefits from incorporating engagement into their culture. Engaged employees contribute to the foundation line of any business and their engagement is echoed in their services to clients and customers.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION:

Human resource management (HRM) is the strategic approach to the effective management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives. Human resource management is primarily concerned with the management of people within organizations, focusing on policies and systems. HR departments are responsible for overseeing employee-benefits design employee recruitment, training and development, performance appraisal, and reward management, such as managing pay and benefit systems. HR also concerns itself with organizational change and industrial relations, or the balancing of organizational practices with requirements arising from collective bargaining and governmental laws.

The overall purpose of human resources (HR) is to ensure that the organization is able to achieve success through people. HR professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialize in finding, recruiting, training, and developing employees, as well as maintaining employee relations or benefits. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations, and reward programs. Employee relations deal with the concerns of employees when policies are broken, such as cases involving harassment or discrimination. Managing employee benefits includes developing compensation structures, parental leave programs, discounts, and other benefits for employees. On the other side of the field are HR generalists or business partners. These HR professionals could work in all areas or be labor relations representatives working with unionized employees.

HR is a product of the human relations movement of the early 20th Century, when researchers began documenting ways of creating business value through the strategic management of the workforce. It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion. In the current global work environment, most companies focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce.

Human Resource Management (HRM) is the term used to describe formal systems devised for the management of people within an organization. The responsibilities of a human resource manager fall into three major areas: staffing, employee compensation and benefits, and defining/designing work. Essentially, the purpose of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees. This mandate is unlikely to change in any fundamental way, despite the ever-increasing pace of change in the business world. As Edward L. Gubman observed in the *Journal of Business Strategy*, "the basic mission of human resources will always be to acquire, develop, and retain talent; align the workforce with the business; and be an excellent contributor to the business. Those three challenges will never change."

Until fairly recently, an organization's human resources department was often consigned to lower rungs of the corporate hierarchy, despite the fact that its mandate is to replenish and nourish what is often cited; legitimately; as an organization's greatest resource, its work force. But in recent years recognition of the importance of human resources management to a company's overall health has grown dramatically. This recognition of the importance of HRM extends to small businesses, for while they do not generally have the same volume of human resources requirements as do larger organizations, they too face personnel management issues that can have a decisive impact on business health. As Irving Burstiner commented in *The Small Business Handbook*, "Hiring the right people; and training them well; can often mean the difference between scratching out the barest of livelihoods and steady business growth". Personnel problems do

not discriminate between small and big business. You find them in all businesses, regardless of size."

Business consultants note that modern human resource management is guided by several overriding principles. A third guiding principle, similar in scope, holds that it is the HR's responsibility to find, secure, guide, and develop employees whose talents and desires are compatible with the operating needs and future goals of the company.

Human resource department responsibilities can be subdivided into three areas: individual, organizational, and career. Individual management entails helping employees identify their strengths and weaknesses; correct their shortcomings; and make their best contribution to the enterprise. These duties are carried out through a variety of activities such as performance reviews, training, and testing. Organizational development, meanwhile, focuses on fostering a successful system that maximizes human (and other) resources as part of larger business strategies. This important duty also includes the creation and maintenance of a change program, which allows the organization to respond to evolving outside and internal influences. Finally, there is the responsibility of managing career development. This entails matching individuals with the most suitable jobs and career paths within the organization.

INTRODUCTION- EMPLOYEE ENGAGEMENT:

Employee engagement called worker engagement is a business management concept. An "engaged employee" is one who is fully involved in, and enthusiastic about their work. and thus will act in a way that furthers their organization interests.

According to Scarlett Surveys, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn and perform at work".

Thus engagement is distinctively different from employee satisfaction, motivation and organizational culture Engagement at work was conceptualized by Kahn,

(1990) as the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

The second related construct to engagement in organizational behavior is the notion of flow advanced by Csikszentmihalyi (1975, 1990). Csikszentmihalyi (1975) defines flow as the 'holistic sensation' that, people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and environment. When individuals are in Flow State little conscious control is necessary for their actions.

Employee engagement is the thus the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business

Context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.' Thus Employee engagement is a barometer that determines the association of a person with the organization.

Engagement is most closely associated with the existing construction of job involvement (Brown 1996) and flow (Csikszentmihalyi, 1990). Job involvement is defined as 'the degree to which the job situation is central to the person and his or her identity (Lawler & Hall, 1970). Kanungo (1982) maintained that job involvement is a 'Cognitive or belief state of Psychological identification. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus job involvement results form a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one's self image. Engagement differs from job in as it is concerned more with how the individual employees his/her self during the performance of his / her job. Furthermore engagement entails the active use of emotions.

HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the about work experience and how he or she is treated in the organization. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company. There will always be people who never

give their best efforts no matter how hard HR and line managers try to engage them. “But for the most part employees want to commit to companies because doing so satisfies a powerful and a basic need in connect with and contribute to something significant”.

Aspects of Employee Engagement

Four basic aspects of employee engagement according to the global studies are:-

- The employees and their own unique psychological makeup and experience.
- The employers and their ability to create the conditions that promote employee engagement .
- Interaction between employees at all levels.
- Thus it is largely the organization’s responsibility to create an environment and culture conducive to this partnership, and a win-win equation.

1.2 COMPANY PROFILE



Bajaj Allianz Life Insurance is a joint venture between [Bajaj Finserv](#) Limited (formerly part of [Bajaj Auto](#) Limited) owned by the Bajaj Group of India and [Allianz SE](#), a European financial services company. Being one of the private insurance companies in India, it offers [insurance](#) products for financial planning and security.

It is led by Tapan Singhal who is the Managing director and CEO of the company.

Bajaj Allianz Life Insurance began operations on 12 March 2001 and today has a pan-[India](#) presence of more than 759 branches. It is headquartered in [Pune](#), India. Bajaj Allianz Life Insurance received the [Insurance](#) Regulatory and Development Authority ([IRDA](#)) certificate of Registration on 3 August 2001 to conduct [Life Insurance business](#) in India.

Bajaj Allianz received the Insurance Regulatory and Development Authority (IRDA) certificate of Registration on 2nd May, 2001 to conduct various businesses (including Health Insurance business) in India. The Company has an authorized and paid up capital of Rs 110 crores. [Bajaj Finserv Limited](#) holds 74% and the remaining 26% is held by Allianz, SE.

As on 31st March 2017, Bajaj Allianz continues to be one of the most financially robust insurers in the industry by maintaining its growth as well as profitability. The company has made a profit before tax of Rs. 1,078 crore and emerged as the most profitable insurer recording a profit after tax of Rs. 728 crore. The company reported a GWP of Rs. 7,687 crore, which has grown by 30.3% compared to the last fiscal year. Bajaj Allianz life insurance offers a range of

insurance services, operating through participating, Nonparticipating and linked segments. Bajaj Finserv a part of Bajaj Auto, has established itself as a financial power house with interests in insurance, lending, asset management and wealth management. The company through its joint ventures and subsidiaries employs over 20,000 employees and has established a nationwide presence across over 1400 locations in the country servicing the protection, lending and investment needs of over 10 million customers.

The company is currently engaged in life insurance; general insurance and consumer finance businesses and has plans to expand its business by offering a wide array of financial products and services in India. Apart from financial services, BFS is also active in wind–energy generation.

The financial services and wind energy businesses were transferred to Bajaj Finserv Limited (BFS) as part of the recently concluded demerger of Bajaj Auto Limited, approved by the High Court of Judicature at Bombay by its order dated December 18, 2007. The demerger is effective from the Appointed Date i.e. closing hours of business on March 31, 2007.

BFS is engaged in life and general insurance businesses through its joint ventures with Allianz SE namely Bajaj Allianz Life Insurance Company Limited and Bajaj Allianz General Insurance Limited. Both these companies have established themselves as industry leaders by being number two among the private players in their respective businesses.

In 2010 Bajaj Finserv announces new brand identity and new businesses.

In 2012 the company launched 0% interest Lifestyle Finance

- Flexisaver launches another innovative product for Small and Medium Enterprise customers
- Bajaj Finserv Lending launches online personal loan service
- Tie up with CPP India for card protection services
- Bajaj Finserv Ltd created the first EMI (Existing Member Identification) card and created Flexisaver.'

Business:

Bajaj Finance: The company offers loans for Bajaj Auto Two Wheelers under the name of Bajaj Auto Finance. The company offers Consumer Durable Loans, Personal Loans, Loan Against Property, Small Business Loans, Construction Equipment Loans, Loan Against Securities and Insurance Services under the name of Bajaj Finserv Lending. **Bajaj Allianz Life Insurance:** It is a union between Allianz SE, one of the largest Insurance Company and Bajaj Finserv. Allianz SE is a leading insurance conglomerate globally and one of the largest asset

managers in the world, managing assets worth over a Trillion (Over Rs 55,00,000 crore). Allianz SE has over 119 years of financial experience and is present in over 70 countries around the world. **Bajaj Allianz General Insurance:** It is a joint venture between Bajaj Finserv Limited (recently demerged from Bajaj Auto Limited) and Allianz SE. Both enjoy a reputation of expertise, stability and strength.

Bajaj Allianz General Insurance received the Insurance Regulatory and Development Authority (IRDA) certificate of Registration on 2nd May, 2001 to conduct General Insurance business (including Health Insurance business) in India. The Company has an authorized and paid up capital of Rs 110 crores. Bajaj Finserv Limited holds 74% and the remaining 26% is held by Allianz, SE.

Vision

- To be the first choice insurer for customers
- To be the preferred employer for staff in the insurance industry
- To be the number one insurer for creating shareholder value

Mission

As a responsible, customer focused market leader, we will strive to understand the insurance needs of the consumers and translate it into affordable products that deliver value for money.

A Partnership Based on Synergy. Bajaj Allianz offers technical excellence in all areas of General and Health Insurance, as well as Risk Management. This partnership successfully combines Bajaj Finserv's in-depth understanding of the local market and extensive distribution network with the global experience and technical expertise of the Allianz Group. As a registered Indian Insurance Company and a capital base of Rs. 110 crores, the company is fully licensed to underwrite all lines of insurance business including health insurance.

Our Achievements

We owe our success to the faith you have showed in us. For the 13th consecutive year, Bajaj Allianz General Insurance has received iAAA rating from ICRA, indicating the highest claims paying ability and a fundamentally strong position in the industry. The first accreditation was received in 2005-06 and the company has maintained this rating since then.

To enhance the quality of your user experience and to make it as seamless as possible, the Company has embraced digitalization as a primary enabler and has been working continuously on automation and digitization of its service offerings. Our world class systems and processes offer real time solutions to both, our customers and partners via mobile applications and dedicated portals. The industry first initiatives by the company like cashless claim settlements, in-house health management team (HAT) and image based policy as well as claim processing, digital offices and mobile applications such as Eezee Tab and Insurance Wallet have set a benchmark in the industry. We are the first insurance company in the country to lay the foundation for usage based insurance through its telemetric offering, Drive Smart. Our latest innovation, Cyber Insurance, protects individuals from fast emerging threats in the digital domain. This is the first product of its kind to have been launched in the Indian market.

The organization received the prominent Domestic General Insurer of the Year – India at Insurance Asia

Awards 2019; General Insurance Company of the Year at 4th Annual Insurance Summit & Awards 2019; Digital Insurer Award twice at the prestigious Asia Insurance Industry Awards 2017 & 2018. The company was also recognized as The Iconic Brand of India 2018 by The Economic Times and received the prestigious National Award for Excellence in Cost Management from the premier cost and management accounting body, Institute of Cost Accountants of India (ICAI). The company was also honoured as India's Leading Private General Insurance Company by Dun & Bradstreet and won the prestigious Money Today Awards for the Best Motor Insurance Provider of the Year.

Our employees are the driving force that translate our brand vision into reality. They create the reason why our customers continue to choose Bajaj Allianz as their preferred insurance provider. To provide an inclusive, growth-oriented working environment, Bajaj Allianz has benchmarked the best human capital management practices from across the industry and integrated them into our operations. This stimulates our employees to develop innovative products that deliver value and exceed your expectations. Our high performance culture that rewards merit and innovation has led to our employees evolving into customer advocates that put your needs at the centre of all that they do. We are proud of the engagement this approach has helped build, both with our customers as well as employees! The accolades have continued to flow! Bajaj Allianz General Insurance was recognized as the Aon Best Employers twice in 2018 and in 2016 highlighting the company's excellence in promoting a transparent culture and healthy work environment along with designing employee friendly policies. The organization was also honoured among the Top 15 Great Workplaces to Work in BFSI in India 2018 by the esteemed Great Place to Work Institute.

1.3 Importance of Employee Engagement

Employee engagement is critically important for several reasons:

- **Productivity:** Engaged employees are more motivated and committed to their work. They're likely to put in extra effort and go above and beyond to contribute to the success of the organization. This increased productivity directly impacts the bottom line.
- **Retention:** Engaged employees are less likely to leave their jobs. They feel a sense of loyalty to the organization and are more inclined to stay, reducing turnover costs associated with recruitment, onboarding, and training of new employees.
- **Innovation:** Engaged employees are more likely to share their ideas and contribute to innovation within the organization. They feel valued and empowered to suggest improvements or new approaches, driving innovation and adaptation to changing market conditions.
- **Customer Satisfaction:** Engaged employees provide better customer service. They're more likely to go the extra mile to ensure customer satisfaction, leading to higher customer loyalty and retention.
- **Organizational Culture:** Employee engagement contributes to a positive organizational culture. When employees are engaged, they create a supportive and collaborative work environment that attracts top talent and fosters teamwork and morale.
- **Health and Well-being:** Engaged employees tend to experience lower levels of stress and higher levels of job satisfaction, leading to improved mental and physical health. This can result in reduced absenteeism and healthcare costs for the organization.
- **Brand Reputation:** Engaged employees are often advocates for their organization. They speak positively about their workplace culture and experiences, which enhances the organization's reputation as an employer of choice. This can attract potential employees and customers alike.

- **Adaptability:** Engaged employees are more adaptable to change. They're willing to embrace new processes, technologies, and strategies, which is essential for organizations to stay competitive in today's rapidly evolving business landscape.

Overall, employee engagement is not just a nice-to-have aspect of organizational management; it's a critical driver of performance, retention, innovation, and overall success. Organizations that prioritize employee engagement tend to outperform their competitors and create sustainable long-term value.

OBJECTIVES OF THE STUDY:

- To analyze the Employees' Engagement practices in Bajaj Allianz.
- To find out the satisfaction levels of the employees with the current system.
- To evaluate the effectiveness of the Employees' Engagement.
- To determine the problems and solutions provided by Bajaj Allianz during the gap between different departments by creating an alignment through fun activities.
- To find the Employees' Engagement status in Bajaj Allianz and the improvements required for improving the already implemented policies.

1.4 NEED FOR THE STUDY

- **Evidence-Based Decision Making:** Researching this impact provides organizations with empirical data to make informed decisions about their employee engagement strategies. It allows them to understand what specific initiatives or interventions are most effective in improving performance and satisfaction.
- **Resource Allocation:** By understanding the relationship between employee engagement, performance, and satisfaction, organizations can allocate their resources more effectively. They can invest in areas that have the greatest potential to enhance engagement and ultimately improve outcomes.

- **Competitive Advantage:** Organizations with highly engaged employees tend to outperform their competitors. Researching the impact of employee engagement helps organizations identify competitive advantages gained through higher employee performance and satisfaction.
- **Retention and Recruitment:** High levels of employee engagement are correlated with lower turnover rates and higher levels of employee satisfaction. Understanding this relationship helps organizations develop strategies to attract and retain top talent, which is critical for long-term success.
- **Productivity and Innovation:** Engaged employees are more productive and innovative. Researching the impact of employee engagement helps organizations understand how to foster a culture of innovation and continuous improvement, leading to greater efficiency and competitiveness.
- **Customer Satisfaction:** Engaged employees provide better customer service, leading to higher levels of customer satisfaction and loyalty. Researching the impact of employee engagement helps organizations recognize the link between employee satisfaction and customer experience.
- **Employee Well-being:** Employee engagement has been linked to higher levels of well-being and lower levels of stress and burnout. Studying this impact helps organizations prioritize initiatives that support employee well-being, leading to a healthier and more resilient workforce.
- **Organizational Culture:** Employee engagement is closely tied to organizational culture. Researching this impact helps organizations understand how to cultivate a positive culture that values and supports its employees, leading to higher levels of engagement, performance, and satisfaction.

1.5 SCOPE FOR THE STUDY

The scope for studying the impact of employee engagement on performance and satisfaction levels of employees is broad and multifaceted. Here's an outline of the scope:

1. Research Objectives:

- Understand the relationship between employee engagement, performance, and satisfaction.
- Identify factors that influence employee engagement within the organization.
- Examine the effects of different engagement strategies and interventions on employee outcomes.
- Explore how demographic factors (age, gender, tenure, etc.) may impact the relationship between engagement, performance, and satisfaction.

2. Study Population:

- Employees from various departments, levels, and backgrounds within the organization.
- Potentially include comparison groups from different organizations or industries to assess relative performance and satisfaction levels.

3. Data Collection Methods:

- Surveys: Use standardized engagement and satisfaction surveys to gather quantitative data.
- Interviews: Conduct qualitative interviews to gain deeper insights into employee experiences and perceptions.
- Focus Groups: Bring together small groups of employees to discuss engagement-related topics in more detail.
- Performance Metrics: Analyze objective performance data such as sales figures, productivity metrics, and customer satisfaction scores.

4. Variables to Consider:

- Independent Variables: Employee engagement initiatives, leadership styles, organizational culture, job design, compensation, etc.
- Dependent Variables: Employee performance (quantitative and qualitative), job satisfaction, organizational commitment, turnover intentions, etc.
- Control Variables: Demographic characteristics, job role, tenure, etc.

5. Data Analysis Techniques:

- Quantitative Analysis: Use statistical methods such as regression analysis, correlation analysis, and factor analysis to examine relationships between variables.
- Qualitative Analysis: Employ thematic analysis or content analysis to identify patterns and themes in interview or focus group data.
- Mixed-Methods Approach: Integrate quantitative and qualitative data to provide a comprehensive understanding of the topic.

6. Potential Limitations:

- Self-Report Bias: Employees may provide socially desirable responses on surveys, leading to inflated engagement and satisfaction scores.
- Causality: Establishing causality between employee engagement and performance/satisfaction can be challenging due to the complex nature of organizational dynamics.
- Generalizability: Findings may be specific to the organization or industry studied and may not be applicable to other contexts without further validation.

7. Implications and Recommendations:

- Based on study findings, provide recommendations for organizations to enhance employee engagement, improve performance, and increase satisfaction levels.

- Highlight areas for future research to further explore the complexities of employee engagement and its impact on organizational outcomes.

1.6 NEED FOR THE STUDY

The need for studying the impact of employee engagement on performance and satisfaction levels of employees is paramount for several reasons:

- **Organizational Performance Improvement:** Understanding how employee engagement influences performance allows organizations to identify areas for improvement. By optimizing engagement levels, organizations can enhance productivity, innovation, and overall performance, leading to increased competitiveness and profitability.
- **Employee Retention:** High levels of employee engagement are associated with lower turnover rates. By studying engagement's impact on satisfaction, organizations can implement strategies to increase employee retention, reducing recruitment and training costs associated with high turnover.
- **Enhanced Job Satisfaction:** Job satisfaction is crucial for employee well-being and motivation. By investigating the relationship between engagement and satisfaction, organizations can pinpoint factors that contribute to satisfaction levels, leading to a more fulfilling work environment.
- **Employee Well-being:** Employee engagement has been linked to improved mental health and well-being. By studying engagement's impact on satisfaction, organizations can implement initiatives to support employee well-being, fostering a healthier and more resilient workforce.

1.7 LIMITATIONS OF THE STUDY

- **Cross-sectional Data:** Many studies rely on cross-sectional data, which provides a snapshot of engagement levels and outcomes at a single point in time. This limits the ability to establish causality or assess changes in engagement and outcomes over time.
- **Self-Report Bias:** Data collected through surveys or self-assessments may be subject to self-report bias, where respondents provide socially desirable or inaccurate responses. This can lead to inflated engagement and satisfaction scores, affecting the validity of the findings.
- **Generalizability:** Findings from studies conducted in specific industries, organizational contexts, or cultural settings may not be generalizable to other contexts. The unique characteristics of different organizations and populations can limit the applicability of research findings.
- **Confounding Variables:** There are numerous factors that can influence both employee engagement and performance/satisfaction, such as job characteristics, leadership styles, organizational culture, and external factors like economic conditions. Failure to account for these confounding variables can limit the validity of study findings.

CHAPTER 2

REVIEW OF LITERATURE

Markos and Sridevi (2010) have stated that employee engagement is a strong predictor of positive organizational performance and clearly shows the two-way relationship between employer and employee compared to the three earlier constructs: employee commitment, job satisfaction, and organizational citizenship behavior. Employees who are engaged are emotionally attached to their organization and are highly involved in their job with a great deal of enthusiasm for the success of their employer, often going that extra mile beyond the contractual employment agreement.

Osborne and Hammoud(2016) write that US corporations lose around \$350 billion annually due to disengaged employees. Recognition and rewards, employee empowerment, and building a bond between employees and leaders are employee engagement strategies that organizations should follow.

Kumar and Pansari (2015) think that the attitude of the employees toward the organization has a 123-126 Vidyabharati International Interdisciplinary Research Journal 6(1) ISSN 2319-4979 June 2017 124 www.viirj.org significant impact on how they treat customers and how they approach their jobs. But recent research also points out that high levels of employee engagement are related to higher rates of profitability growth.

Sundaray (2011) writes that attention to engagement strategies will increase organizational efficiency and effectiveness in higher profits, productivity, customer satisfaction, quality, employee retention, and increased adaptability.

Shuck and Wollard (2009) believe that employee engagement has earned considerable popularity in the past 20 years yet it is inconsistently defined and not well conceptualized. Even though much has been written on the subject, very little rigorous academic research has been done. This research gap has resulted

in a disjointed approach to understanding and developing strategies for employee engagement within organizations.

Shuck and Reio (2011) have pointed out that employee engagement strategies are widely used in practice. However, the construct remains underdeveloped in the human resource management (HRM) literature. This underdevelopment in the HRM scholarly community, combined with high-interest levels in the HRM practitioner community, indicates the need to close the research gap, in theory, scholarship, and practice.

Matthews (2016), in a paper, has highlighted the limitations of approaches in a large number of organizations and propose a series of strategic choices that organizations should make to help ensure their future approach is more efficient and effective.

Truss et al. (2013) have written that interest has been shown late in the parallel stream of research on the linkage between employee engagement and performance, bringing the two together to show that engagement may constitute the mechanism through which HRM practices influence organizational and individual performance.

Trahant (2009) has stated that for the White House administration to succeed in the discharge of its roles and responsibilities, the employees should be engaged enough in their work to support the new administration.

Taneja et al. (2015) write that employee engagement should be viewed as a long-term commitment between the organization and the employees, each complementing the other in an era of increasing international operations. Employee engagement is a major strategy for long-term organizational sustainability in global markets. In their study.

Bhattacharya and Mukherjee (2009) find that although fair reward practices are prevalent in the three IT organizations, however, there is a difference in perception in the different categories of rewards amongst the three groups of employees from the same industrial sector. Differences are also seen in the employees' attitudes from the different organizations in the same industrial sector,

"Information Technology," in judging the role of rewards in employee engagement.

Abhram (2012) states that satisfied employees may just be working to meet the demands of their jobs somehow. Such efforts do not result in higher productivity. On the other hand, research has shown that engaged employees ensure higher productivity in organizations. Hence, the trend is seen towards designing programs that will help to enhance the level of employee engagement through satisfied employees. An employee is engaged when he shows a positive attitude towards the organization and expresses a commitment to remain with the organization.

Arrowsmith and Parker (2013) have written that employee engagement has become a dominant part of the literature on human resource management (HRM). However, there has been relatively less investigation of this implication for human resource management in organizations.

Kumar and Gopinath (2016) have studied employee retention and engagement strategies in the Indian BPO companies and found that the attrition rates in BPO industries are very high, reflecting upon ineffective employee engagement strategies.

Bhuvanaiah (2014) writes that while employee engagement is a well-researched concept, it lacks a definite conceptual understanding and a generally accepted definition. Despite its predictive role in attaining success for an organization, there is a requirement for exploring the core content of the concept.

Kahn (1990) referred to engagement as a situation where people express themselves physically, cognitively and emotionally during work role performance.

Schaufeli and Bakker (2003) described employee engagement as "A sense of energetic and effective connection of employees with their work activities and they see themselves as able to deal well with the demands of their job".

Measure (2004) defined employee engagement as a level of commitment and involvement of employees towards their organization and its value. The primary behavior of engaged employees is speaking positively about the organization,

coworkers, potential employees and customers, having strong desire to be the member of organization and exerting extra effort to contribute to organization success.

Stairs (2005) stated that employee engagement may be defined as the degree of commitment to a particular job. According to Stairs commitment is further divided as rational and emotional where rational commitment is driven by self-interest of getting some financial rewards and emotional by deeper beliefs in the job or organization.

Shaw (2005) defines employee engagement as “translating employee potential into employee performance and business success” and thus “changing the way employees perform by utilizing the tools in the armory of internal communication professionals”.

Vance (2006) defines employee engagement is the extent to which employees put discretionary effort into their work, beyond the required minimum to get the job done, in the form of extra time, brainpower, or energy. Manish Bhalla and Dr. Vaishali Sharma <http://iaeme.com/Home/journal/IJMHRM> 70 editor@iaeme.com

Pritchard (2008) described employee engagement in terms of “Say, Stay, Strive” where say means how employees talk about their organization with others whereas stay stands for commitment and loyalty of employees and strive means employees are willing to do anything for their organization.

Macey and Schneider (2008) Engagement has variously been conceived as a psychological or affective state (e.g. commitment, involvement, attachment, etc.), a performance construct (e.g. role performance, effort, observable behavior, organizational citizenship behavior etc.).

Markos and Sridevi (2010) described employee engagement as a harmonious and positive relationship between employer and employee, where employee is emotionally committed towards organization and work with zeal. Their study concluded that employee engagement is a totally distinct and a broader concept than job satisfaction, employee commitment and organization citizenship behavior. Organizations are therefore putting special efforts to enhance the level of engagement among their employees.

Rich, Lepine and Crawford (2010) says in engagement, organization members harness their full selves in active, complete work role performances by driving personal energy into physical, cognitive and emotional labors. Engaged individuals are described as being psychologically present, fully there, attentive, feeling, connected, integrated, and focused in their role performances. They are open to themselves and others, connected to work, and focused in their role performance.

Shuck and Wollard (2010) defined employee engagement as an “individual employee’s cognitive, emotional and behavioral state directed towards desired organizational outcomes.

Litten et al (2011) says employee engagement is a complex and dynamic process that reflects each individual’s unique, personal relationship with work.

Cook (2012) define engagement as “how positively the employee thinks about organization, feels about the organization and is proactive in relation to achieving organizational goals for customers, colleagues and other stakeholders”.

Truss et al (2013) suggested that ‘engagement may constitute the mechanism through which HRM practitioners impact individual and organizational performance’.

Rose kavitha, maya salimath 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. Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization.

Priya Shanmugam Employee engagement is one of the latest terminologies that have gained enough attention from business organisations in the process of implementing new employee productivity strategies. Its popularity has caught up so fast that even in the absence of a universal definition and concrete conceptualisation; business houses have begun framing strategies to induce employee engagement.

Manoj Keppetipola Employee engagement is a human resource facet. Engaged employee is the dream of every Chief executive officer. The reason is the consequence of the employee engagement, namely employee job performance and organizational financial performance. Engaged employee is the instrument of organizational success. This study is to present levels of employee engagement. To present an insight on employee engagement through a thorough desk research is another aim of the study.

IJSRP Journal Employee Engagement is an important driver in an organization to achieve its goals. Engagement is known to be manifested in an employees' deep interest in the organization's principles and in an inculcation of a sense of job satisfaction and commitment. In a work context, the value of employee engagement as a continuous activity to work jointly with collectively discussed inputs is known to produce positive outcomes in an organization in terms of efficiency, productivity and innovation.

Kahn in the year 1990, it has emerged as an important construct in the academic and practitioner literature. This importance can be attributed to the fact that engagement is touted to be a significant predictor of important organizational outcomes such as productivity, profitability, satisfaction, as well as retention. However, the construct of employee engagement is very vague and different researchers have defined and measured the construct differently. As a result of this, the construct of engagement is shrouded by a cloud of ambiguity. Since different measures are being developed and used, there is little consistency and consensus regarding what drives engagement and how engagement can be developed or increased.

Kennedy Gunawardana Employees are generally considered as the most important resource needed for an organization to achieve its main goals. Realization of goals achievement heavily depends on the extent to which these employees are engaged in their jobs and their organization. Employee engagement is a factor that contributes positively to employee productivity and then organizational effectiveness. It reveals that a conceptual confusion exists with regard to the meaning of employee engagement owing to that the concept has been defined by different scholars in different ways and also that there are

several associated terms such as job satisfaction, job involvement, work involvement, organizational commitment and organizational citizenship behavior which have been used in the literature.

Radu Marin 2021 Modern companies are well aware of the fact that employee engagement can contribute, in a decisive manner, to the company's competitiveness and performance. This paper's purpose is to analyse how employees' engagement was defined over time in the literature, in order to highlight the methods by which employees' engagement can be determined, to identify the factors that lead to employee engagement, and to highlight how a successful employee engagement program can be developed.

Kennedy Gunawardana Abstract In the literature of Human Resource Management and Organizational Behavior, it seems that growing attention has been given to employee engagement which is an employee related outcome contributing to organizational effectiveness. There is a conceptual confusion with regard to the meaning of employee engagement, as there are several associated terms such as job satisfaction, job involvement, work involvement, organizational commitment and organizational citizenship behavior which have been used in the literature either synonymously or non-synonymously in addition to the labels of engagement.

John Gibbons (2006) of "The conference board of Canada" published a paper on "Employee Engagement – A Review of Current Research and its Implications". In the paper, they had identified six key drivers that affected the employee engagement. The drivers were, a) Trust and integrity, b) Nature of job, c) Line of sight between employee performance and company performance, d) Career growth opportunities, e) Pride about company, and f) Co-workers and team members. Engagement was highlighted as the heightened emotional connection that an employee feels for his or her organization and that influence him or her to exert greater discretionary effort to his or her work.

The Gallup Q12 (2008) was published in the Gallup Management Journal by John Thack ray. An instrument was created after hundreds of focus groups and interviews. Researchers found that there were 12 key expectations when satisfied

formed a good foundation for the feeling of engagement. The 12 expectations were segmented into four anchors a) Basic needs of employee, b) Management support, c) Team work and d) Growth. The instrument employees into engaged, not engaged and disengaged. A lot of research has been done to prove that employees who fall under the category engaged contribute to the organization and their own self from work standpoint better than others do.

Mark Gaten by et al (2009), found engagement to be a two-way relationship. For the employer it was about creating a great work environment and for the employee it is a concept that places flexibility, change and continuous improvement at the centre of everything. Both of them will have to reciprocate to create an engagement culture.

William Kahn (1990) defined engagement as the harnessing of organization members themselves to their work-roles. During engagement, people employ and express themselves physically, cognitively and emotionally at ease.

Katie Truss et al (2006) define employee engagement as passion for work, a psychological state that is seen to encompass the three dimensions of engagement shared by Kahn.

As per Mark Gaten by et al (2009), engagement was about creating opportunities for employees to connect with their colleagues, managers and wider organization.

Brad Shuck and Karen K Wollard (2011) identified four main sub-concepts to define engagement. They were, a) A needs satisfying approach, it is an expression of one's preferences, b) Burnout anti-thesis, where it was defined as the state of one's mind, c) Satisfaction-engagement approach, engagement was defined as a more technical version of satisfaction arising out of one's job, and d) The multidimensional approach.

Robinson et al (2004) highlighted the importance of feeling valued and involved as the key driver of engagement. Various elements have varying impact on the feeling of employee. Understanding these elements is critical for the organization.

Lucas et al (2006) gave importance to the employee voice, the ability of the employee to have an input into the decisions that are made in the organizations.

Lawler and Worley (2006) felt high involvement work practice to be effective. To have a positive impact on employee engagement employees must be given power and should have the liberty to control their destiny.

Penna (2007) said that engagement comes through fulfilment and fulfilment comes through being valued appreciated and having a sense of belongingness to the organization.

Beardwell and Clayd on (2007) said that engagement comes through employee involvement. It is about capturing the ideas of the employees and securing their commitment. To involve them you have to allow them to contribute and share openly.

Cooper (1997) said if employee gets a feeling that their emotions are managed well without being shut in their organization. It can drive trust, loyalty, commitment and gains. This results in engagement.

Christina Maslach (2001), said engagement is opposite to burnout. In a burnout state, the employee is mentally exhausted, dissociates from the job and feels less competent to perform job tasks.

Wilson (2004) said feelings connect us with our realities and provide internal feedback on, a) how we are doing b) what we want, and c) what we might do next. An individual always looks for their current positioning in the organization to generate these feelings. An organization that ensures that their employees are positioned well creates engaged culture.

Nancy Rothbard (2000) focused on the roles of employees while doing their job. Engagement can be achieved through a) attention and b) absorption. Attention refers to the amount of time the employee uses to think about their role and absorption means employee engrossed with their role from a work standpoint.

CHAPTER 3

RESEARCH METHODOLOGY

MEANING OF RESEARCH:

The meaning of research refers to the purpose, significance, and implications of conducting a systematic investigation or study to address a specific problem, question, or gap in knowledge. Research is conducted across various fields and disciplines to generate new insights, advance understanding, and contribute to the body of knowledge within a particular domain. The meaning of research lies in its capacity to generate new knowledge, address questions or problems, inform decision making, advance practice, contribute to society, build on existing knowledge, and foster critical thinking skills. Through research, scholars, practitioners, and policymakers seek to better understand the world, address challenges, and improve outcomes for individuals and communities.

RESEARCH METHODOLOGY

Research methodology refers to the systematic process and techniques used to conduct research, including the overall approach, design, data collection methods, analysis procedures, and interpretation of findings. It provides a framework for researchers to plan, execute, and evaluate their studies in a structured and rigorous manner. **Research Design, Data Collection Methods, Sampling Strategy, Data Analysis Techniques, Validity and Reliability, Ethical Considerations, Interpretation and Reporting**, In summary, research methodology provides a systematic framework for planning, conducting, and evaluating research studies, encompassing various components such as research design, data collection methods, sampling strategy, data analysis techniques, validity and reliability considerations, ethical considerations, and interpretation and reporting of findings. It guides researchers in conducting rigorous and credible research that contributes to knowledge advancement within their respective fields.

RESEARCH DESIGN:

This involves the overall plan or blueprint for the research study, outlining the objectives, research questions, hypotheses, and strategies for data collection and analysis. Common research designs include experimental, correlational, descriptive, and qualitative designs, each suited to different research questions and contexts.

NATURE OF DATA:

Data collection is a research process for analysing and evaluating various aspects related to tax and legal consultancy services.

PRIMARY DATA:

- Primary Data is collected by the questionnaire based on market survey.
- Primary data gives latest information and offers much greater accuracy and reliability.
- There are various sources for obtaining primary data i.e. survey, personal interview, field survey, panel research and observation approach etc. The primary data are those which are collected a fresh and for the first time, these data are of the original character. These can be collected by
 - a) Questionnaire.
 - b) Interview.
 - c) Observation.
 - d) Schedules.

SECONDARY DATA:

Secondary data are those which have already been collected by someone else, And which have already been passes through statistical processes. Those data's are collectedly printed reports, journals, personnel reports, organizational data's, letters, diaries, bibliography, autobiography,

newspaper's , internet , articles etc. Textbooks, Journals, Newspapers, Internet/websites

Primary data sources which were used are as follows:

- Questionnaire method
- Personal interview technique.

PERIOD OF STUDY:

The duration of study is from January 2024 to March 2024 which is a three months of study.

SAMPLING TECHNIQUE:

Large sample gives reliable result than small sample. However, it is not feasible to target entire population or even a substantial portion to achieve a reliable result. Sample size is the number of items to be selected from population to constitute the sample for the research. The study has been conducted at Bajaj Allianz, Nagpur with a sample size of 50 Employees of Bajaj Allianz.

- Stratified random sampling technique is used in the survey conducted.
- Stratified Random Sampling is a method of sampling from a population which can be partitioned into subpopulations. In statistics surveys, when subpopulations within an overall population vary, it could be advantageous to sample each subpopulation independently.

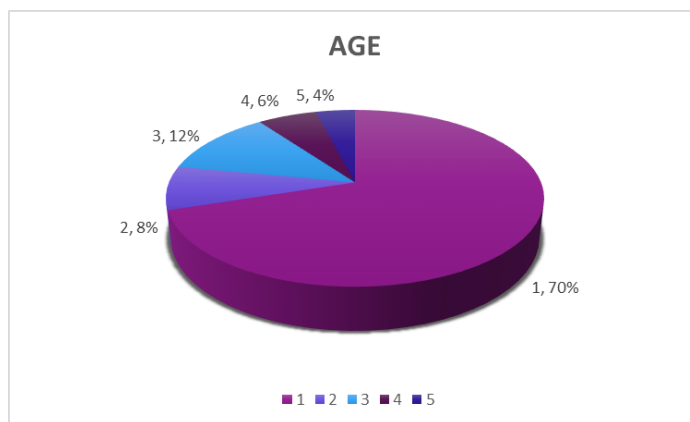
TOOLS OF ANALYSIS: Data has been presented with the help of bar graph, pie charts, line graphs, one way annova etc.

PLAN OF ANALYSIS: Tables were used for the analysis of the collected data. The data is also neatly presented with the help of statistical tools such as graphs and pie charts. Percentages and averages have also been used to represent data clearly and effectively.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

1) Age:

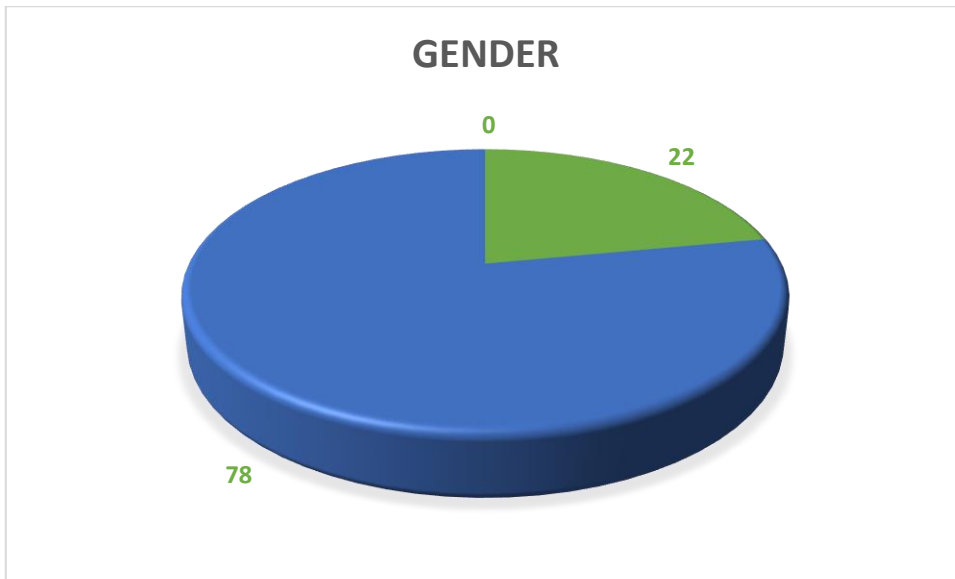


AGE	PERCENTAGE
1-25	70
26-35	8
36-45	12
46-55	6
ABOVE 55	4
	100

INTERPRETATION

From the above table it can understand that 70% are from age 1-25, 8% are from age 26-35, 12% are from age 36-45, 6% are from age 46-55, 4% are from age above 55.

2) Gender

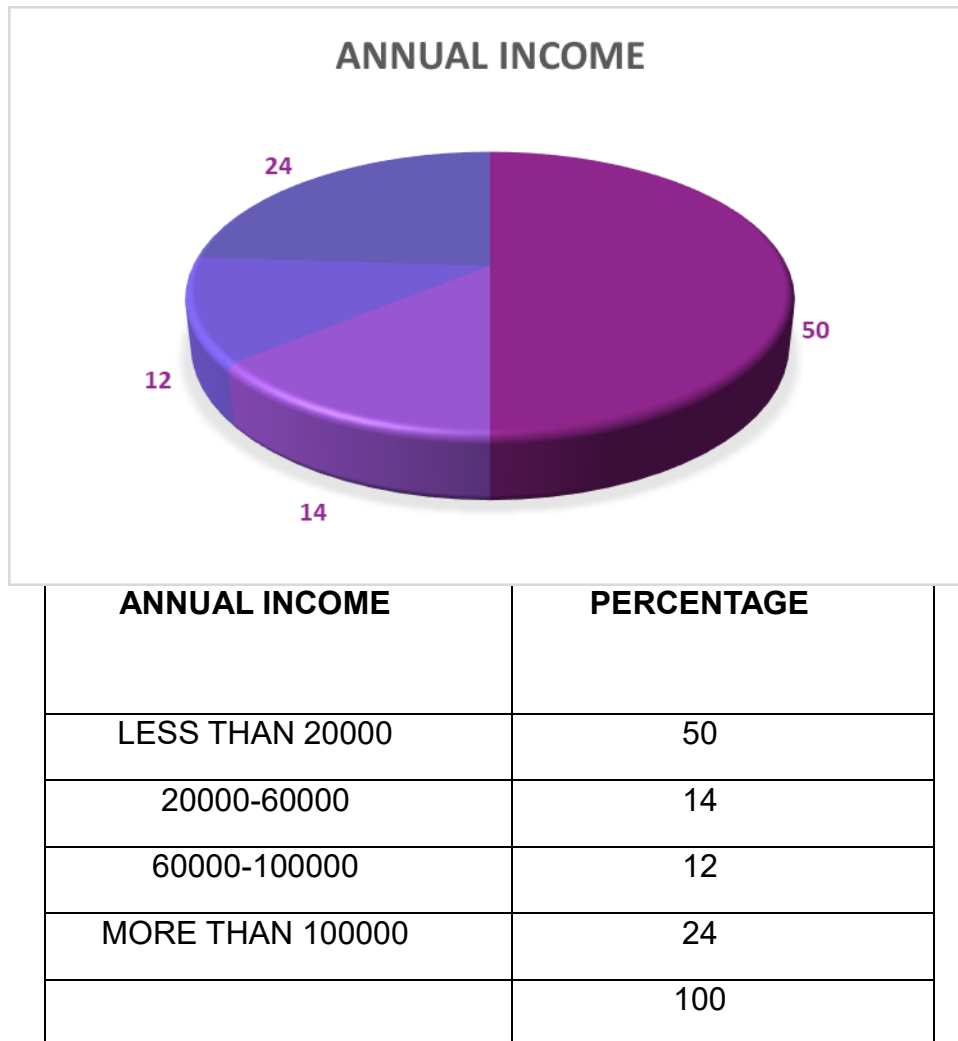


GENDER	PERCENTAGE
MALE	22
FEMALE	78
OTHER	0
	100

INTERPRETATION

From the above table it can understand that 22% are male, 78% are female.

3) Annual Income

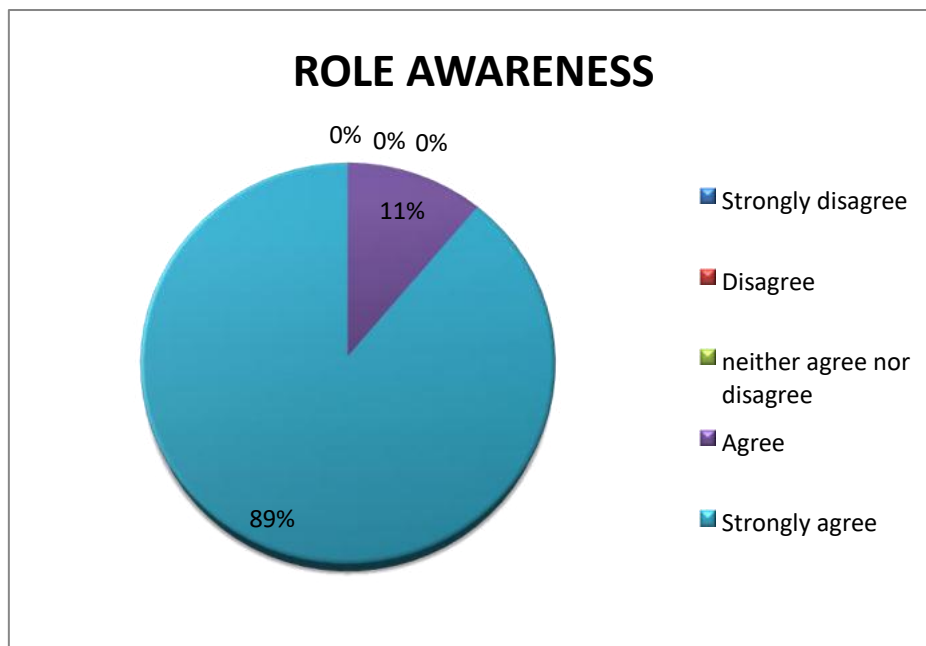


INTERPRETATION

From the above 50% are less than 20,000. 14% earn between 20,000-60,000. 12% earn between 60,000-1,00,000. 24% earn more than 1,00,000.

4) Are you clearly aware of your role in this organization?

Aware	Percentage
Strongly Disagree	0%
Disagree	0%
Neither Agree nor Disagree	0%
Agree	11%
Strongly Agree	89%
Total	100%

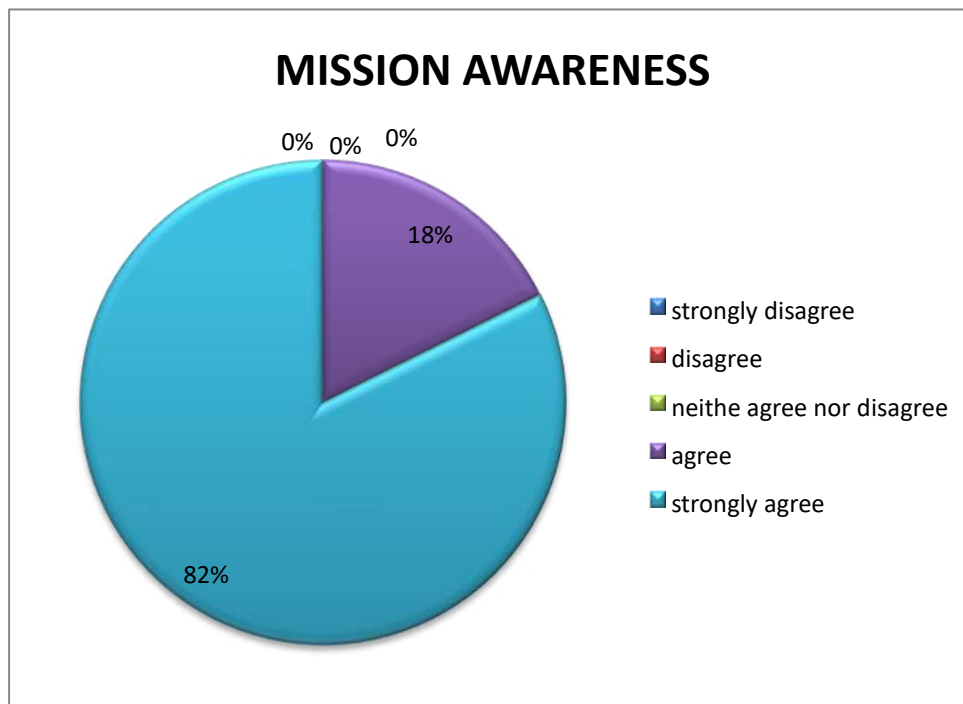


INTERPRETATION

100% of employees are aware of their role in BAJAJ ALLIANZ. It means every employee of BAJAJ ALLIANZ is aware about their job and what they have to do actually.

5) Does the mission/purpose of your company make you feel that your job is important?

Aware	Percentage
Strongly Disagree	0%
Disagree	0%
Neither Agree nor Disagree	0%
Agree	18%
Strongly Agree	82%
Total	100%

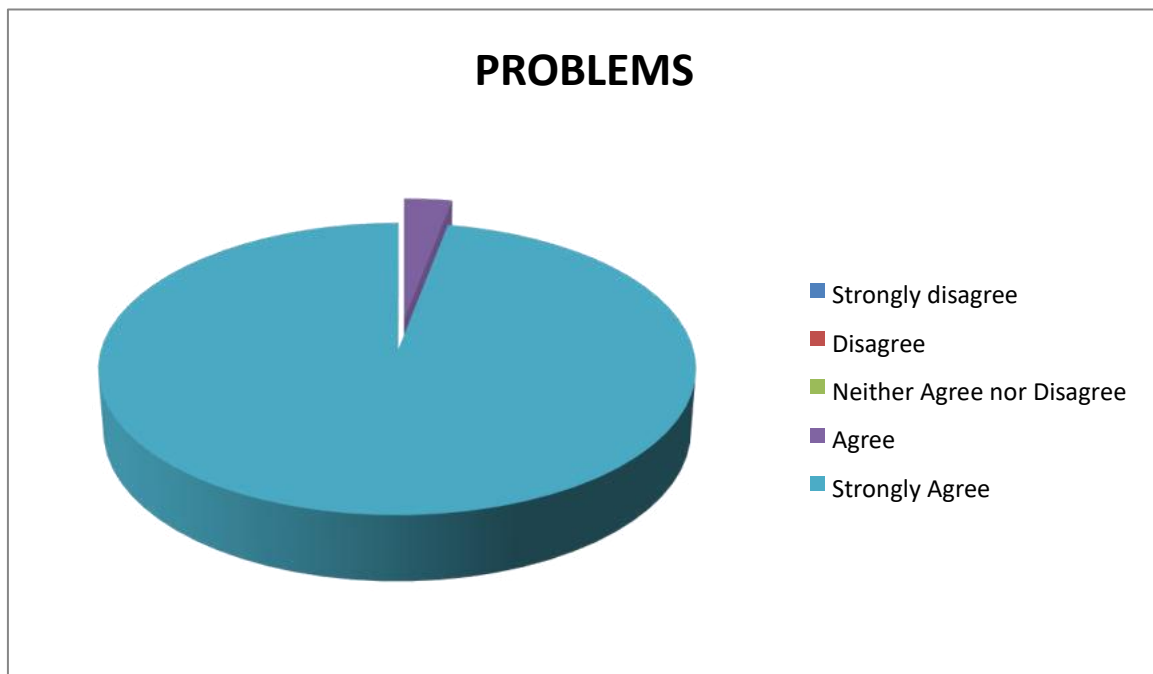


INTERPRETATION

100% of employees feel that according to mission and purpose of the company, their job is important for the company as well as for themselves.

6) Do you feel the organization's problem as your own?

Feel	Percentage
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	3
Strongly Agree	97

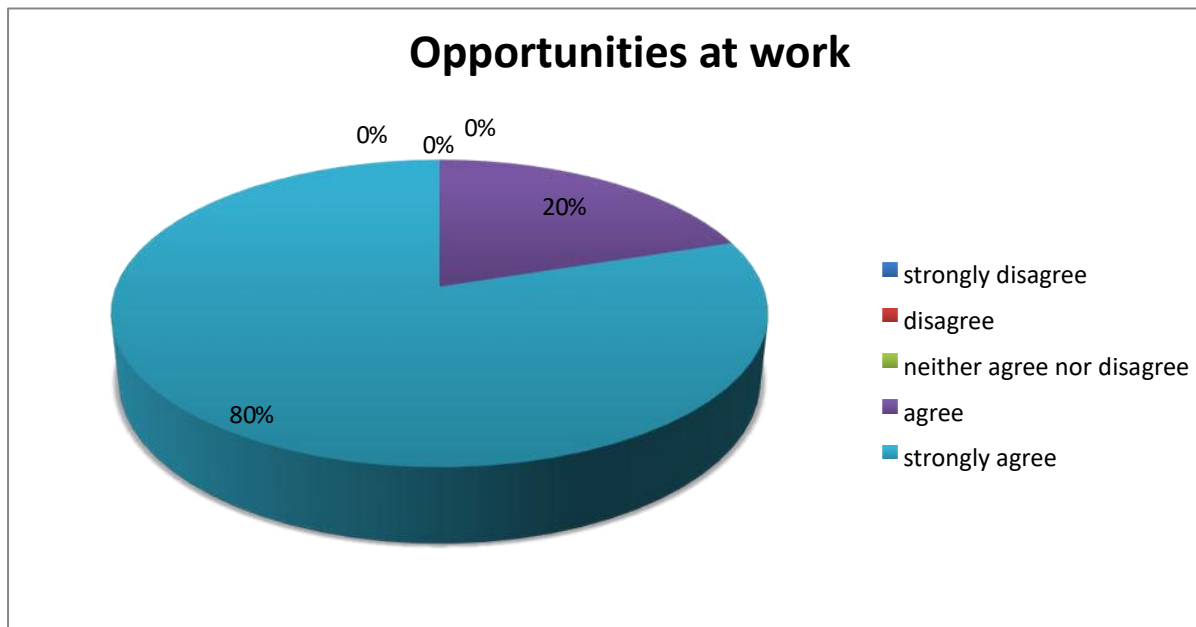


INTERPRETATION:

100% of employees feel that organization's problem as their own. This shows that every employees of this organization is fully dedicated and loyal to the company.

7) Do you have opportunities at work to learn and grow?

Work	Percentage
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	20
Strongly Agree	80

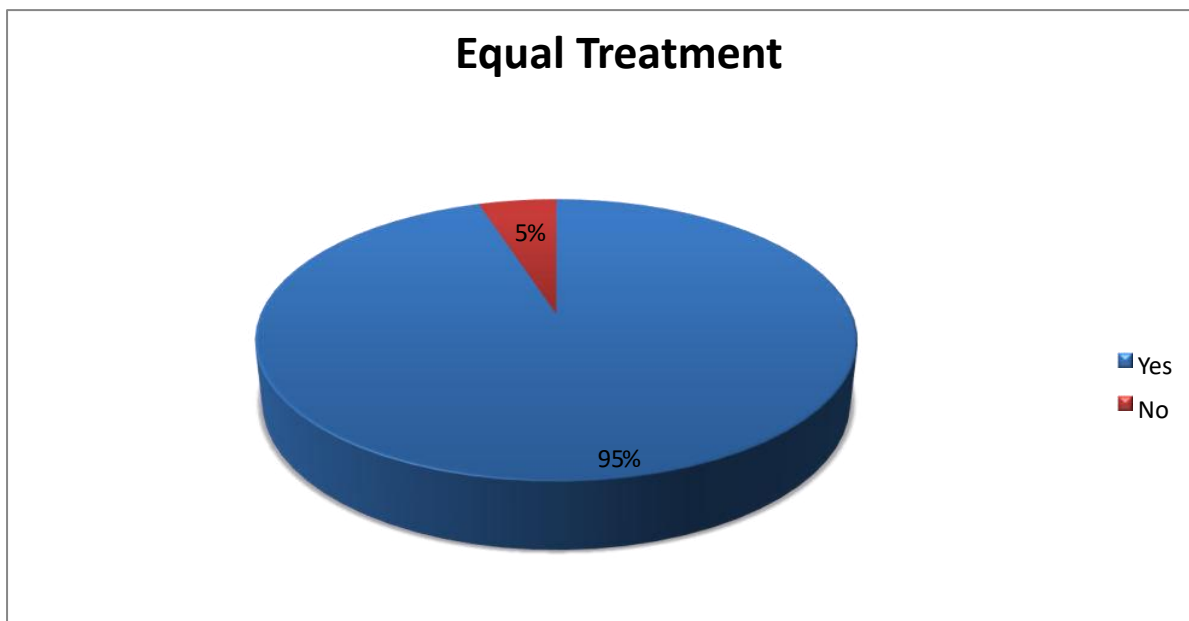


INTERPRETATION:-

100% of employees think that they have opportunities at work to learn and grow. It means company help their employees to learn and grow in future for self development.

8) Do you feel company treat equally to all employees?

Feel	Percentage
Yes	95
No	5

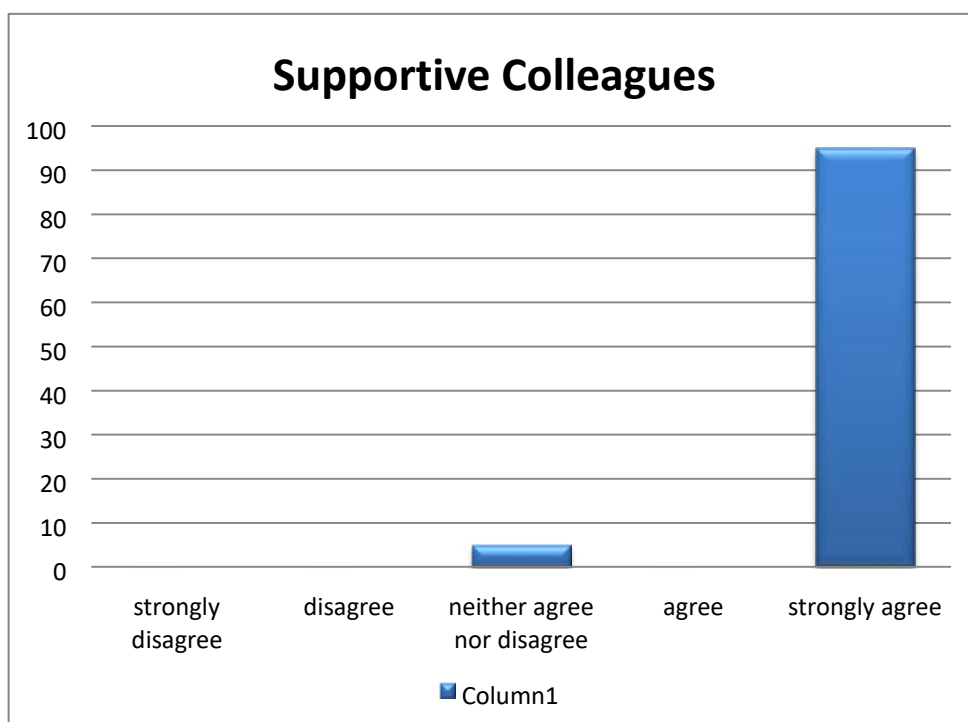


INTERPRERATION :-

70% of employees feel that company treat equally to all employees. where as = 20% of employees feel that company do biasness among skilled and non skilled employees. And treat good to those employees who are concern with union.

9) Do you feel that your colleagues are supportive?

Feel	Percentage
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	5
Agree	0
Strongly Agree	95

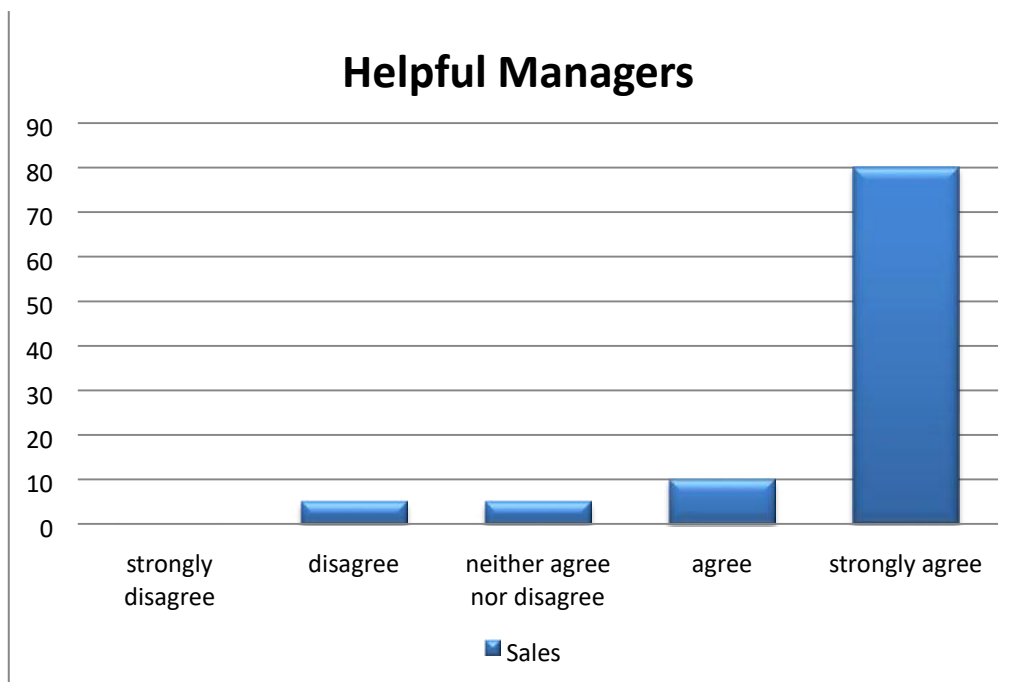


INTERPRETATION:-

95% of employees feel that their colleagues are supportive and 5% are neither agree nor disagree.

10) Do you feel that your managers are helpful?

Feel	Percentage
Strongly Disagree	0
Disagree	5
Neither Agree nor Disagree	5
Agree	10
Strongly Agree	80



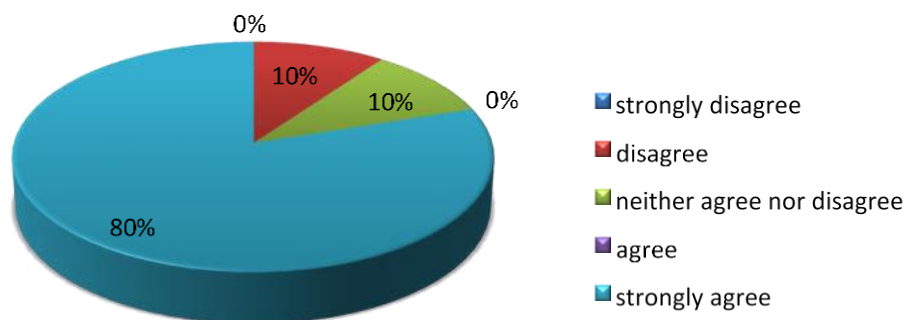
INTERPRETATION:-

80% of employees feel that managers are helpful and 10% of employees feel that managers are not helpful. It means maximum employees have healthy relationship with managers.

11) Do you feel that your supervisors guide when you needed?

Feel	Percentage
Strongly Disagree	0
Disagree	10
Neither Agree nor Disagree	20
Agree	0
Strongly Agree	80

Supervisor's Guidance

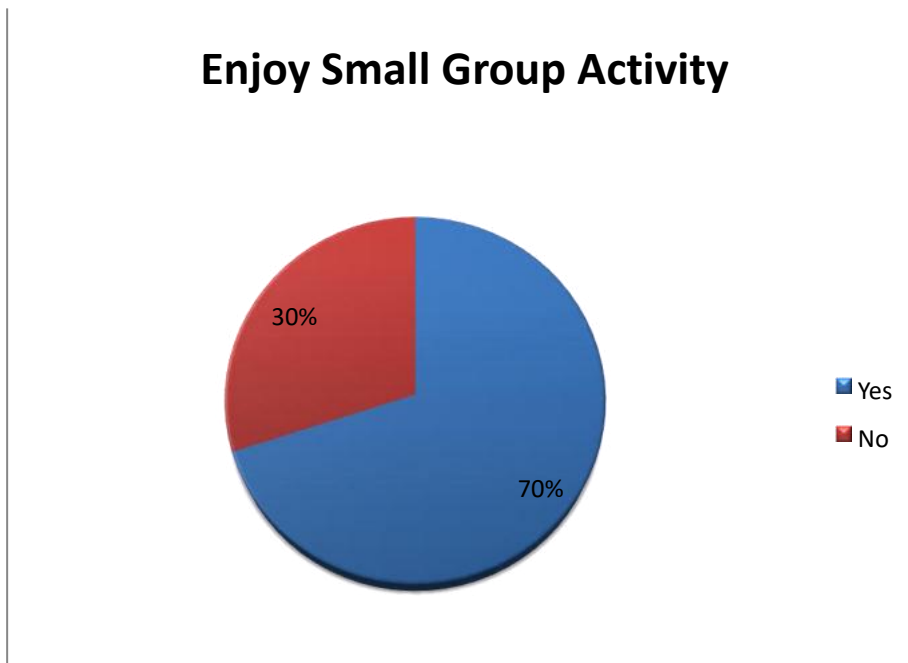


INTERPRETATION:

80% of employees feel that their supervisors or superiors guide them when they needed. And 10% of employees feel that they are not good guide. They can work with their own mind. They don't need any help from supervisors and superiors.

12)Do you enjoy small group activities (SGA) carried out in the organisation?

Feel	Percentage
Yes	70
No	30

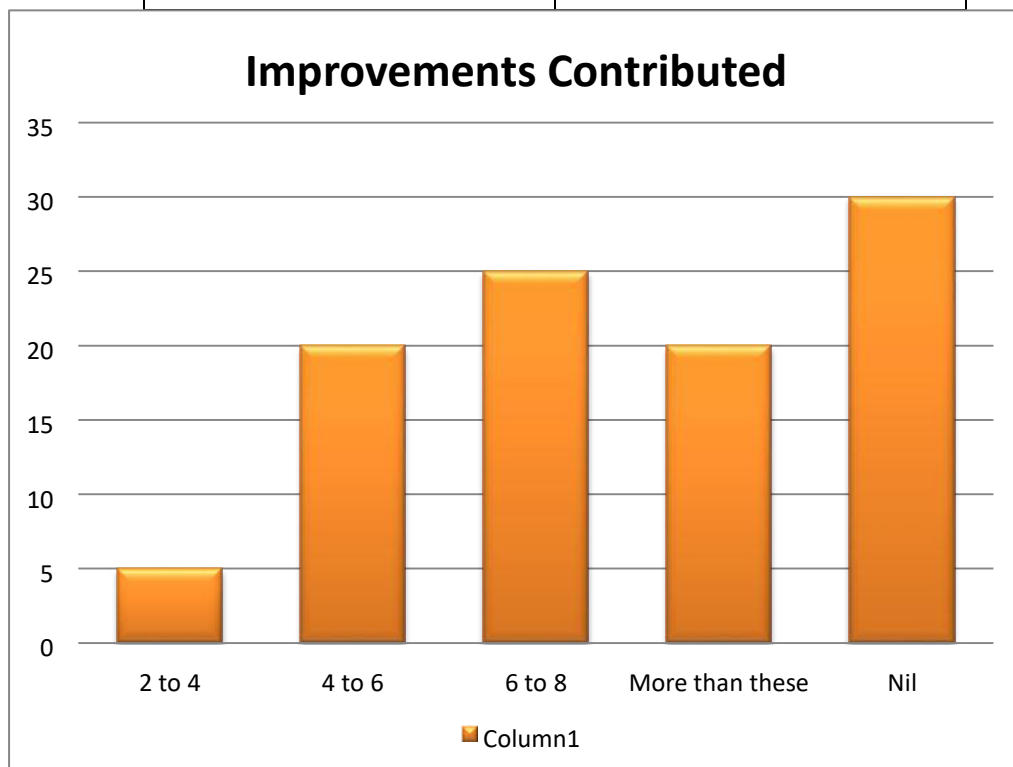


INTERPRETATION:

About 70% of employees enjoy Small Group Activity (SGA) whereas 30% are disagree to it. It means 30% of employees do not enjoy or take part in small group activity carried out in the organization.

13)How many improvements in Bajaj Allianz are contributed by you yearly?

Feel	Percentage
2-4	5%
4-6	10%
6-8	25%
More than 8	10%
Nil	30%

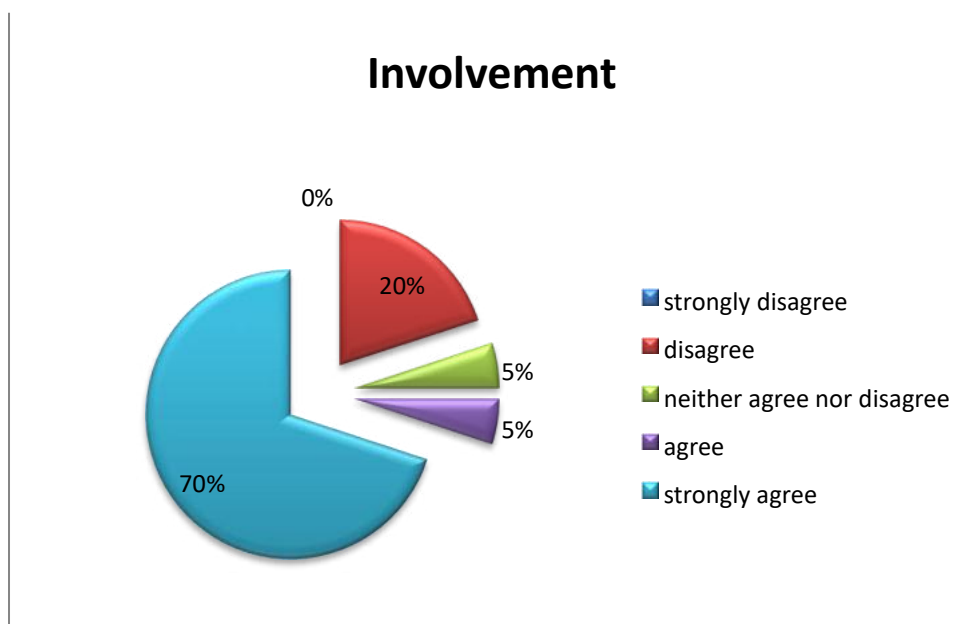


INTERPRETATION:

5% of employees give 2-4 suggestions yearly. 20% gives 4-6, 25% gives 6-8, 20% gives more than 8 suggestions, and 30% gives no idea. It means 70% of employees are of creative mind and rest 30% are busy in their job not any extra activity.

14) Do you think Bajaj Allianz supports employee engagement activities?

Feel	Percentage
Strongly Disagree	0
Disagree	20
Neither Agree nor Disagree	5
Agree	5
Strongly Agree	70



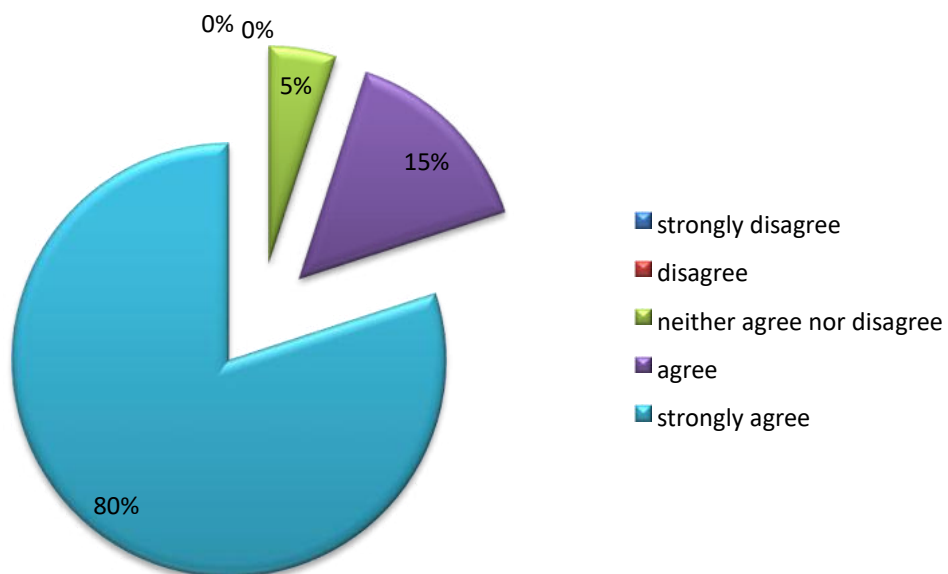
INTERPRETATION:

About 15% of employees don't think that the company is a part of involvement. And 65% think it is the part of involvement. It means 80% of employees give importance to involvement whereas the rest 20% think it is unnecessary thing.

15) Do you think quality circle tools are problem solving tools?

Feel	Percentage
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	5
Agree	15
Strongly Agree	80

Quality Circle Tools Are Helpful



INTERPRETATION:

About 80% of employees think quality circle tools are problem solving tools where as 5% of employees neither agree nor disagree. 85% wants their workplace good.

ONE WAY ANOVA TEST

Hypothesis is set between the Age of the respondents and of 12% each from Mission Awareness from Employer and Employees

NULL HYPOTHESIS H_0 = There is no statistically significant relationship between age the respondents and equal contribution of 12% each from Employer and Employees

ALTERNATIVE HYPOTHESIS H_1 = There is a statistically significant relationship between age of the respondents and equal contribution of 12% each from Employer and Employees

DESCRIPTIVES								
AGE								
	N	MEAN	STD. DEVIATION	STD. ERROR	95% CONFIDENCE INTERVAL FOR MEAN		MINIMUM	MAXIMUM
					LOWER BOUND	UPPER BOUND		
Agree	73	1.63	.717	.084	1.46	1.80	1	3
Disagree	3	2.00	1.000	.577	-.48	4.48	1	3
Neither agree nor disagree	19	1.63	.831	.191	1.23	2.03	1	4
Strongly agree	35	1.34	.639	.108	1.12	1.56	1	3
Strongly disagree	3	2.33	1.155	.667	-.54	5.20	1	3
Total	133	1.58	.741	.064	1.45	1.71	1	4

ANOVA					
AGE					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.033	10	1.108	2.087	.086
Within Groups	3.167	40	.531		
Total	3.200	50			

INTERPRETATION

This is the table that shows the output of the ANOVA analysis and we have a statistically significant difference between our group means. We can see that the significance level is 0.086, which is more than 0.005. Therefore, there is a statistically significant relationship between the Age of the respondents and Mission Awareness of 12% each from Employer and Employees.

CHAPTER 5

FINDINGS, SUGGESTIONS & CONCLUSION

5.1 FINDINGS:

- From the above table it can understand that 70% are from age 1-25, 8% are from age 26-35, 12% are from age 36-45, 6% are from age 46-55, 4% are from age above 55.
- From the above table it can understand that 22% are male, 78% are female.
- From the above 50% are less than 20,000. 14% earn between 20,000-60,000. 12% earn between 60,000-1,00,000. 24% earn more than 1,00,000.
- 100% of employees aware of their role in BAJAJ ALLIANZ. It means every employees of BAJAJ ALLIANZ aware about their job what they have to do actually.
- 100% of employees feel that according to mission and purpose of the company, their job is important for the company as well as for themselves.
- 100% of employees feel that organization's problem as their own. This shows that every employees of this organization is fully dedicated and loyal to the company.
- 100% of employees think that they have opportunities at work to learn and grow. It means company help their employees to learn and grow in future for self development.
- 70% of employees feel that company treat equally to all employees. where as = 20% of employees feel that company do biasness among skilled and non skilled employees. And treat good to those employees who are concern with union.
- 95% of employees feel that their colleagues are supportive and 5% are neither agree nor disagree.
- 80% of employees feel that managers are helpful and 10% of employees feel that managers are not helpful. It means maximum employees have healthy relationship with managers.
- 80% of employees feel that their supervisors or superiors guide them when they needed. And 10% of employees feel that they are not good guide. They can work with their own mind. They don't need any help from supervisors and superiors.

- About 70% of employees enjoy Small Group Activity (SGA) whereas 30% are disagree to it. It means 30% of employees do not enjoy or take part in small group activity carried out in the organization.
- 5% of employees give 2-4 suggestions yearly. 20% gives 4-6, 25% gives 6-8, 20% gives more than 8 suggestions, and 30% gives no idea. It means 70% of employees are of creative mind and rest 30% are busy in their job not any extra activity.
- About 15% of employees don't think that the company is a part of involvement. And 65% think it is the part of involvement. It means 80% of employees give importance to involvement where as rest 20% think it is unnecessary thing.
- About 80% of employees think quality circle tools are problem solving tools where as 5% of employees neither agree nor disagree. 85% wants their workplace good.
- This is the table that shows the output of the ANOVA analysis and we have a statistically significant difference between our group means. We can see that the significance level is 0.086, which is more than 0.005. Therefore, there is a statistically significant relationship between the Age of the respondents and Mission Awareness of 12% each from Employer and Employees.

5.2 SUGGESTIONS:

- Conduct more of employee engagement activities like mentorship programs, collaborations, cross trainings, fun work day etc.
- Supervisors and Managers should meet at regular intervals with the employees to discuss about the improvement in the company, at work place and in their living of standard, family problems etc.
- Gap between managers and the employees should be reduced by raising the level of engagement. For example: by conducting extra co-curricular activities like social and cultural programs.

- Very few employees feel that their ideas or work aren't being recognized / appreciated. So they can be encouraged by giving importance to their ideas.
- Create good and healthy environment at work place by increasing interactions, credibility, confidence etc.
- Some of the employees find their job boring and monotonous. Encourage them to take part in the job rotation, job enrichment and other activities being carried out in the organization.

5.3 CONCLUSION:

- According to the analysis of data on employee engagement activities, it is concluded that there is a significant relationship between employee engagement and employee performance and satisfaction.. Most of the employees working in Bajaj Allianz agree to the fact that employee engagement activities should be done from time to time.
- By participating in various engagement activities they are able to form a connection with the organization that makes them feel an important part of it and makes them feel satisfied.
- Employees in the organization not only actively show participation in the on ground activities but also participate in the online contests that happen through company's intranet.
- Through the coffee sessions with the leaders in the organization are very knowledgeable and interactive and helps them knowing their organization better, however most of the employees feel that they should happen on a large scale so that each and every employee gets a chance to attend them.
- When talked about the company's intranet, it was observed that the majority wanted to have an open blog like facebook where they could connect with the

employees in the organization and simultaneously form groups and share their personal experiences.

- Through the activities done in the organization employees are encouraged to work with greater efficiency and obtain maximum satisfaction that motivates them to continue with the organization.

CHAPTER 5

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ANNEXURE

- 1) Name:
- 2) Gender:
- 3) Age:
- 4) Income:
- 5) Contact no:
- 6) Designation:

1) Are you clearly aware of your role in this organization?

- Yes
- No

2) Does the mission/purpose of your company make you feel that your job is important?

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

3) Do you feel the organization's problem as your own?

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

4) Do you have opportunities at work to learn and grow?

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

- 5) Do you feel company treat equally to all employees?
- Yes
 - No
- 6) Do you feel that your colleagues are supportive?
- Strongly Disagree
 - Disagree
 - Neither Agree nor Disagree
 - Agree
 - Strongly Agree
- 7) Do you feel that your managers are helpful?
- Strongly Disagree
 - Disagree
 - Neither Agree nor Disagree
 - Agree
 - Strongly Agree
- 8) Do you feel that your supervisors guide you when you needed?
- Strongly Disagree
 - Disagree
 - Neither Agree nor Disagree
 - Agree
 - Strongly Agree
- 9) Are you member of small group activities (SGA)?
- Yes
 - No
- 10) How many improvements Bajaj Allianz is contributed by you yearly?
- 2-4
 - 4-6
 - 6 – 8
 - More than 8
 - Nil

11) Do you think bajaj Allianz is a part of employee involvement?

- Strongly disagree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly agree

12) Do you think quality circle tools are problem solving tools?

- Strongly disagree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly agree