

A STUDY ON IMPORTANCE OF EMPLOYEE ENGAGEMENT FOR SUSTAINABILITY IN SOFTWARE INDUSTRIES AT CHENNAI

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

NIRMAL KUMAR M

40410115



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**

NOVEMBER 202



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with "A" grade by NAAC | 12B Status by UGC | Approved by AICTE
Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119

www.sathyabama.ac.in

SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **NIRMAL KUMAR M** who carried out the project entitled "**A Study on Impact of 5S is Implementation in Indian Manufacturing Industry**" under my supervision from September 2021 to October 2021.

DR.M. JOHN PAUL M
Internal guide

Dr. BHUVANESWARI.G
Dean – School of Management Studies

Submitted for Viva voce Examination held on _____

Internal Examiner

External Examiner

DECLARATION

I **NIRMAL KUMAR (40410115)** hereby declare that the Project Report entitled “**A STUDY ON IMPACT OF 5S IMPLEMENTATION IN INDIAN INDUSTRY**” done by me under the guidance of **DR.M. JOHN PAUL** Assistant Professor, School of Business Administration is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

NIRMAL KUMAR. M

ACKNOWLEDGEMENT

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

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

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR.M. JOHN PAUL M**, Associate Professor of the Department, School of Management for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

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

NIRMAL KUMAR M

TABLE OF CONTENTS

CHAPTER NO.	TITLE	PAGE NO
	ABSTRACT	ii
	LIST OF TABLES	iii
	LIST OF CHARTS	iv
1	INTRODUCTION	1-4
	1.1 Introduction	1-2
	1.2 Industry Profile	2-3
	1.3 Need for the Study	3
	1.4 Scope of Study	4
	1.5 Objectives of the Study	4
2	REVIEW OF LITERATURE	5-6
3	RESEARCH METHODOLOGY	7-8
	3.1 Research Methodology	7
	3.2 Research Process	7
	3.3 Data Collection	7
	3.4 Questionnaire Preparation	8
	3.5 Sample Size	8
	3.6 Hypothesis	8
4	DATA ANALYSIS AND INTERPRETATION	9-31
	4.1 Chi square Table 1	29
	4.2 Anova Test 2	30
	4.3 Correlation	31
5	FINDINGS, SUGGESTIONS AND CONCLUSION	32-34
	5.1 Findings of the Study	32 - 33
	5.2 Suggestions	33
	5.3 Conclusion	33-34
	REFERENCES	35-36
	APPENDIX – I (Questionnaire)	37-40

ABSTRACT

Employee engagement is becoming valuable as the success comes from within the organization when transforming into the digital age and the modern world. It is crucial to take into consideration the level of engagement as competitive advantage and value proposition when talking about a successful and efficient organization. The concept of employee engagement is becoming popular around the world nowadays, and Finland is no exception. The thesis concentrates on investigating the current situation of employee engagement in two Finnish medium and large corporations. The thesis aims to explore the factors that are driving or hindering the development of engagement based on the case organizations. By analyzing what is working and the existing difficulties, this thesis attempts to assist the case companies for better understanding and research in the near future. The author decided to employ a qualitative research method with a deductive reasoning approach in the thesis. The data are obtained from a variety of sources, including interviews and reliable academic literature sources. The research is divided into two main parts: the theoretical framework and empirical findings. The theoretical framework includes information about employee engagement, motivation and influence on the organization. The empirical part comprises an analysis of two case companies and a comparison of them as a summary. The outcome of this thesis is meant to help the case companies better understand the situation, the possible driving and hindering factors at the level of engagement. The driving factors of engagement are classified into achievement, recognition for achievement, work itself, responsibilities and growth or advancement. The hindering factors include supervision, interpersonal relationships, working conditions, salary, status, security and personal life. Engagement influences on each part of the organization and an efficient organization can bring out the best for the engagement level. Engagement is beneficial for the organization concerning productivity, employee retention, and increasing customer loyalty. This research paper was aimed at assessing the Employee Engagement levels in the IT industry in India, the factors that contribute to Employee Engagement and to suggest means and ways to improve Employee Engagement levels in the industry being researched. The researcher set out to also identify the impact of demographic profile of employees on engagement. Also assessed in this empirical research was the influence of organizational inputs on Employee Engagement. A structured questionnaire was administered to employees of several IT companies in India. Research results indicate that the demographic profile of employees has an impact on employees' engagement. Organizational inputs and support has an influence on engagement and that committed employees were more engaged. Several recommendations are suggested to improve employee engagement based on the analysis of data collected for this research.

LIST OF TABLES

TABLE NO.	TITLE	PAGE NO
4.1	Age of the respondent	9
4.2	Gender of the respondent	10
4.3	Would you recommend your organization to your friends as an employer	11
4.4	Do you feel excited about coming to work	12
4.5	Do you feel yourself proud of working for organization	13
4.6	Are you satisfied with your current compensation and benefits	14
4.7	Do you enjoy working with your team	15
4.8	Do you find your work for organization meaningful	16
4.9	Does organization vision and values inspire you	17
4.10	Do others provide you with recognition for your accomplishment at work	18
4.11	Does organization culture foster a comfortable, supportive work environment	19
4.12	Is leadership invested in and contributing to your culture initiatives	20
4.13	Do you see a path for career advancement at organization	21
4.14	Do you have the tools needed to maximize your potential in your work	22
4.15	Do you see yourself working here in a year	23
4.16	Have you recently thought about leaving organization	24
4.17	Has anyone at the company asked about and expressed support for your career goals	25
4.18	Are there any problem with your organization culture	26
4.19	Do you feel your training program is linked with career development	27
4.20	Rate your over all experience in your organization	28

LIST OF CHARTS

CHART NO.	TITLE	PAGE NO
4.1	Age of the respondent	9
4.2	Gender of the respondent	10
4.3	Would you recommend your organization to your friends as an employer	11
4.4	Do you feel excited about coming to work	12
4.5	Do you feel yourself proud of working for organization	13
4.6	Are you satisfied with your current compensation and benefits	14
4.7	Do you enjoy working with your team	15
4.8	Do you find your work for organization meaningful	16
4.9	Does organization vision and values inspire you	17
4.10	Do others provide you with recognition for your accomplishment at work	18
4.11	Does organization culture foster a comfortable, supportive work environment	19
4.12	Is leadership invested in and contributing to your culture initiatives	20
4.13	Do you see a path for career advancement at organization	21
4.14	Do you have the tools needed to maximize your potential in your work	22
4.15	Do you see yourself working here in a year	23
4.16	Have you recently thought about leaving organization	24
4.17	Has anyone at the company asked about and expressed support for your career goals	25
4.18	Are there any problem with your organization culture	26
4.19	Do you feel your training program is linked with career development	27
4.20	Rate your over all experience in your organization	28

CHAPTER 1

1. INTRODUCTION

Employee engagement, according to the Corporate Executive Board (2004) is the “extent to which an employee commits to something or someone in the organisation and how long they stay as a result of their commitment”. The main focus of this dissertation is an evaluation and measurement of employee engagement. Employee engagement is defined by Kahn as “the harnessing of organisational members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances” (Kahn, W.A. 1990). Within the literature review the researcher reviewed academic as well as practitioner research relating to the subject matter of employee engagement. The researcher, in completion of the dissertation, utilised peer review journals, as well as internet searches in order to find up to date practitioner publications on employee engagement. The context of the dissertation was based within the service stations of Topaz, which fall under the South Dublin catchment area. Topaz has been present in the Irish petrol service station market for the last 3 years. It took a foothold in the Irish market by acquiring and subsequently merging Statoil and Shell service stations, which through their re-branding of the acquired service stations, gave them a country wide presence in a matter of months. In order to collect the data to complete the dissertation, the researcher personally distributed employee engagement surveys to the assigned service stations. The survey is based on a report which was carried out by the CIPD in 2006 which attempted to measure the levels and drivers of employee engagement in the UK. The results from the CIPD (2006) report were used as a benchmark by the researcher in analysing the results from the data collection. The dissertation looked at employee engagement and how its component parts cognitive, physical and emotional engagement measure up across the different sections of employees. The employee groupings are as follows: sales assistant, supervisor, assistant manager and manager.

Employee in terms of loyalty and productivity. It is only an ‘Engaged employee’ who is intellectually and emotionally bound with the organization, feels passionate about its goals and is committed towards its values who can be termed thus. He goes the extra mile beyond the basic job responsibility and is associated with the actions that drive the business. The facts that it has a strong impact on the bottom-line add to its significance. Engagement is about motivating employees to do their best. The quality of output and competitive advantage of a company depend on the quality of its people.

Themselves physically, cognitively, and emotionally during role performances. Employees are said to be engaged when they show a positive attitude toward the organization and express a commitment to remain with the organization. Job engagement is a characteristic where an individual approaches his or her work with enthusiasm, energy, focus, and commitment such that the person is entirely present in his/her work and is able to bring his or her full potential to the work effort. Stay – Desire to be a member of the organization Say – Speak positively about the organization Strive – Go beyond what is minimally required.

Engagement Dimensions

- I feel energized by the work that I do
- My co-workers and I help each other out when the pressure is on
- Our company vision and mission is clear to me
- I feel responsible for my own success here

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.

2. INDUSTRY PROFILE

According to Manager Director of Tower Perrins, higher levels of employee engagement can lead to stronger business performances which in turn lead to higher levels of engagement. A survey carried out by Global Workforce Study 2007-2008 found that high levels of employee engagement enjoyed an average increased of 13.7% in their net income and companies with low levels of employee engagement averaged a 3.8% drop in net income. Engagement is a relatively new field of study are among the earlier researchers on employee engagement. According to employee engagement focuses on the issues of commitment, satisfaction and organizational behaviour. Perceived engagement in the form of personal engagement where people use varying degrees of themselves in their work roles by having their own perception and definition of the both engagement and disengagement is where people employ and express themselves physically, cognitively, and emotionally during role performances. Engagement is characterized by energy, involvement, and efficacy and this is a directly opposite to the three burnout dimensions of exhaustion, cynicism, and inefficacy. Social Exchange Theory provides a theoretical foundation to explain why employees choose to become more or less engaged in their work and organization. The conditions of engagement in both and models can be considered economic and socio-emotional exchange of

resources. When employees receive these resources from their organization they feel obliged to repay the organization with greater levels of engagement. In terms of 's definition of engagement, employees feel obliged to bring themselves more deeply into their role performances as repayment for the resources they receive from their organization. On the other hand, explains the disengagement of the employee engagement occurs when people withdraw and defend themselves physically, cognitively, and emotionally during role performances. When the organization fails to provide these resources, individuals are more likely to withdraw and disengage themselves from their roles. In this case, the amount of cognitive, emotional, and physical resources that an individual is prepared to devote in the performance of one's work roles is contingent on the economic and socio-emotional resources received from the organization. of Towers Perrins reported that employee engagement makes it meanings as the degree to which employee think, feel and act in line with company goals which includes the extend to which employees go the extra mile in their work in the form of discretionary effort, creativity and energy added that if an employee wants to be fully engaged, they need to possess rational understanding of the organization's strategic goals, values, and how employees fit. Employee must have emotional attachment to the organization and motivation and willingness to invest discretionary effort to go above and beyond. Explained that an engaged employee is a person who is fully involved in, and enthusiastic about, his or her work. In his book, *Getting Engaged: The New Workplace Loyalty* he explains that truly engaged employees are attracted to, and inspired by, their work ("I want to do this"), committed ("I am dedicated to the success of what I am doing"), and fascinated ("I love what I am doing"). Engaged employees care about the future of the company and are willing to invest the discretionary effort – exceeding duty's call – to see that the organization succeeds. Rutledge urged managers to implement retention plans so that they could keep their top talent.

1.3. Need for Study

Employee engagement has become a heavily discussed topic in recent years. However, there is still ambiguity within the academic literature as to how employee engagement can be influenced by management. There has been significant interest in employee engagement, but this has been coupled with a good deal of misunderstanding. According to Kular et al (2008), this misunderstanding can be partly attributed to the fact that there is no definitive definition, resulting in engagement being operationalised and subsequently measured in varying ways. From a HR perspective today, engagement continues to be an important consideration. Due to the challenging economic climate, organisations now more than ever are deciding to restructure and resize, which has resulted in organisations investigating new approaches to maintain and increase engagement. Organisations fight

to recruit and train their talent, so they need to do their best to keep hold of it. Organisations need to strike the right balance between fostering and enhancing employee engagement levels while at the same time not compromising their competitive position. The connection between the attitudes and behaviours of employees and the link to the organisations bottom line was first successfully displayed 19 years ago by US retail company Sears. Sears advocated employee engagement in the form of the „employee-customer-profit chain“. The results which Sears attained from this initiative were astounding. In one year, Sears transformed its biggest loss making division (merchandising) from a \$3bn loss to the company into a \$752m revenue generating division.

1.3. Scope of Study

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

- Engaged employee will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success.
- They will normally perform better and are more motivated.
- There is a significant link between employee engagement and profitability.
- They form an emotional connection with the company. This impacts their attitude towards the company's clients, and thereby improves customer satisfaction and service levels.
- It builds passion, commitment and alignment with the organization's strategies and goals.
- Increases employees trust in the organization.
- Makes the employees effective brand ambassadors for the company.

1.4. Objective of Study

Human being is the most important and valuable resource for every organization or institution has in the form of its employees. If the employees are happy then automatically it affects their performance.

- To create a sense of belongingness towards the organization which would lead to employee retention.
- To study the organization culture.
- To study factors affecting employee engagement.

CHAPTER 2

REVIEW OF LITERATURE

William A. Kahn (Academy of Management journal) was first introducing the term employee engagement. In that research paper they can study about personnel management and disengagement at work tested the factors which are contributed to engagement and disengagement. In the middle of 1990s they can asked the questions to the employees such as “do you know what is expected of you at work”? He was asked the questions millions of times and create the significant database.

Alan M. Saks, (2006) "Antecedents and consequences of employee engagement", Journal of Managerial Psychology, in that research paper they can study about the difference between job and organization engagement and to measure the variety of experiences and importance of work and organization engagement. Employee engagement is an vast topic in todays world within the accessing organizationin the quality business. However, employee engagement has rarely been studied in the academic literature and relatively little is known about its experiences and significances.

Dow Scott (2010) A study an “The impact of reward programs on employee engagement” In these research paper researcher study about the human resource focus towards the compensation , benefit , work satisfaction, motivate the workers and hire the capable people to the work. It is founded in 1955 .Also it build a strong network and around 3 lakh members in 100 countries with training certificate , research and conference.

Mamta, sharma R.Baldev (2011) research on “Study of employee engagement and its predictors in an Indian public sector undertaking”. The research paper shows that level of employee engagement within the managers of public sector in India. For conducting these research primary data is collected. The study has revealed that the level of employee engagement in this organization is quite modest.

Preeti Thakur (2014) research on “ A Research Paper on the Effect of Employee Engagement on Job Satisfaction in IT Sector”. These research paper study about the effect of employee engagement through IT sector. The researcher was find the finding with the help of work motivation increasing job authority and accountability. Research shows that relation between a employees job and organizational strategy, including understanding how important the job is to the firms achievement is the most important driver of employee engagement. Employee engagement is a vast concept, and it some type of issue which can be affect the employee engagement.

Arti Chandani (2016) , Mita Mehta, Akanksha Mall and Vashwee Khokhar (2016) study on “A review paper on factors affecting employee engagement”. In these study they can research about what factors affect to the employee engagement , why employee engagement important to organization and also improvements to them. In these research study by improving various factors to increase productivity. The employee engagement can be improve by chance to thinking , growing employees,decision making, promise. The research paper study about the micro as well as macro. In the micro level considered as individual level and macro level considered as organizational level. The differences some factors may causes in individual and job characteristics, ethical diversity.

Joyner (2015) recommends when focusing on developing employees that organizations should try integrating development into the daily work tasks as opposed to a more traditional classroom approach. Development done this way may lead to more success in long-term behavior change and be more effective in acquiring new knowledge.

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

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

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

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Methodology

Achieving scientific objectives would not be possible without knowing science, except when the right methodology is chosen. This part explains about the type of research methodology for data collection from questionnaire, statistical population, sample, research model, research hypothesis, and validity and reliability of statistical tests used will be presented.

3.2 Research Process:

Very few studies are found in Employee Engagement and also less focus to determine the factors that most significantly influence Engagement and level of Employee Engagement in I.T. sector. Sadly, Employee Engagement is not a one-dimensional concept, something that can be enhanced by conducting a survey. Instead, companies those that are thriving at increasing Employee Engagement comprehend that it needs a culture change. And the results highlight that there is a direct relationship between Employee Engagement and organizational performance. According to the survey of NASSCOM, Information Technology in India has extensive growth, which results enormous inflows of foreign investment ultimately contributes to the growth of GDP, export promotion and employment generation for millions of professionals worldwide.

3.3 Data Collection:

The success of any research is solely depending on research design. Descriptive research was adopted for this study. The reason for choosing the descriptive research was that it helps in generalization to a greater extent. The study is based on both primary and secondary data. Primary data is collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents. The secondary data is collected from different Business Periodicals, Business journals, magazines, publications, reports, books, dailies, Research articles, websites, manuals and booklets.

Primary Data:

The data regarding the Employee engagement strategy in software Industries were collected through structured questionnaire, the questionnaires was distributed to the respondents.

Secondary Data:

Secondary data have been collected from various published reports, journals, Articles and websites etc.

3.4 Questionnaire:

Based on the in-depth study of literature review, the questionnaire used for the final study consists of three parts. The first part relates to the demographic and other variables of the IT employees and the second part comprises of measurement of Employee Engagement. To find out the Employee Engagement.

3.5 Sample Size:

Sampling method for this research study is based on simple random sampling. Simple random sampling is selected so that all samples of the same size have an equal chance of being selected from the entire population. It means that the questionnaires were distributed among employees of organization by random but considering the minimum requirements of respondent which are explained in previous part. The respondents must be familiar with Employee Engagement strategy in their organization. Sample size here this process is 206.

3.6 Hypothesis Testing:

Null hypothesis (H₀): There is no significant relationship between the variables.

Alternative hypothesis (H₁): There is significant relationship between the variables.

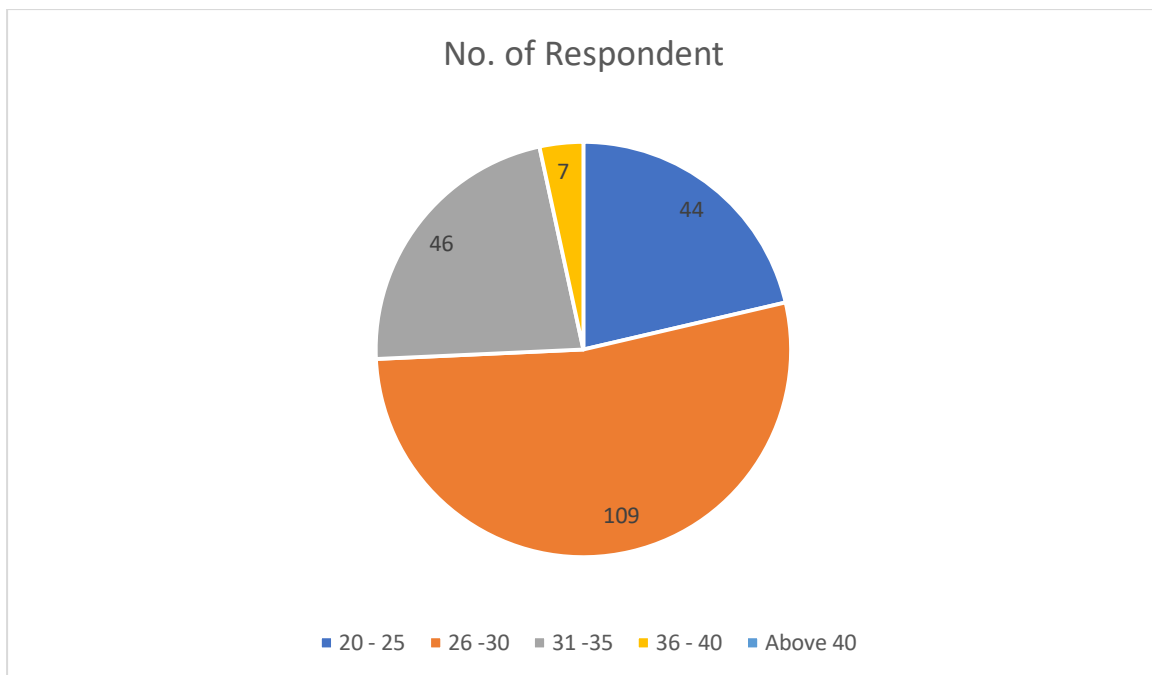
After analyzing the data, hypothesis testing is done. It will result in either accepting or rejecting the hypothesis.

CHAPTER 4

DATA ANALYSIS AND INTERPREATION

Table 4.1: Age of the response

Particular	No. of Respondent	Percentage of Respondent
20 – 25 Years	44	21.4
26 – 30 Years	109	52.9
31 - 35 Years	46	22.3
36 – 40 years	7	3.4
Above 40		
Total	206	100



Interpretation:

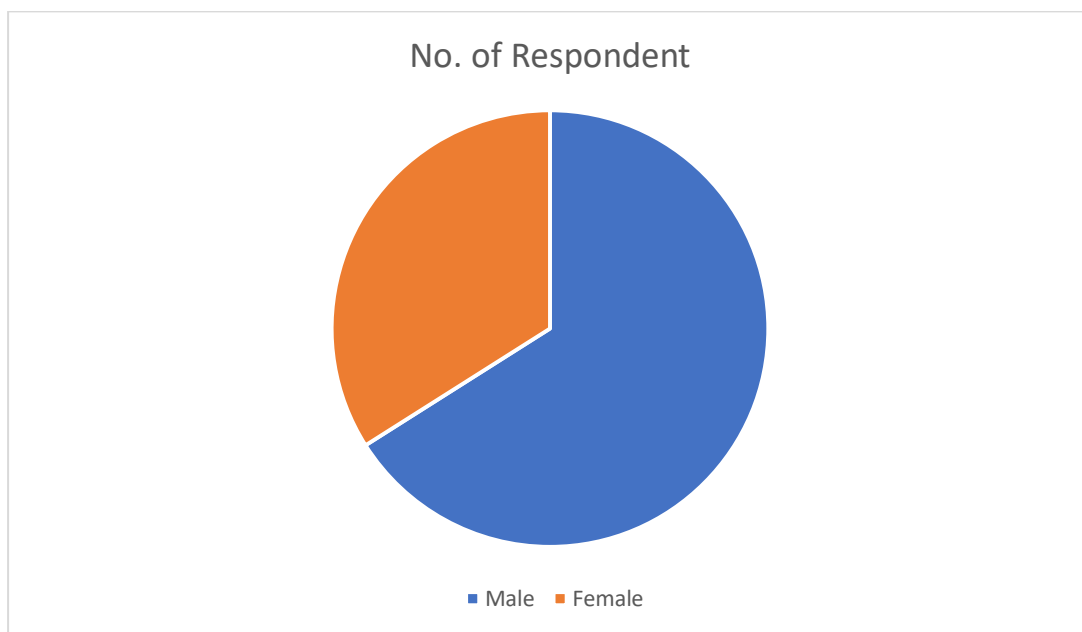
From the above table and chart shows that 52.9% of respondents are in between the age 26-30, 22.3% of respondent are in 36-45, 21.4% of respondent are in below 20-25, 3.4% of respondent are in between 36-40.

Inference:

Major of the respondent (52.9%) belong to the age group of 26-30 years.

Table 4.2: Gender of the response

Particular	No. of Respondent	Percentage of Respondent
Male	136	66
Female	70	34
Total	206	100



Interpretation:

From the above table and chart shows that 66% were male and 34% were female.

Inference:

Major of the respondent 66% were male.

Table 4.3: Would you recommend your organization to your friends as an employer

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	93	45.1
Agree	102	49.5
Neutral	11	5.3
Disagree		
Strongly Disagree		
Total	206	100



Interpretation:

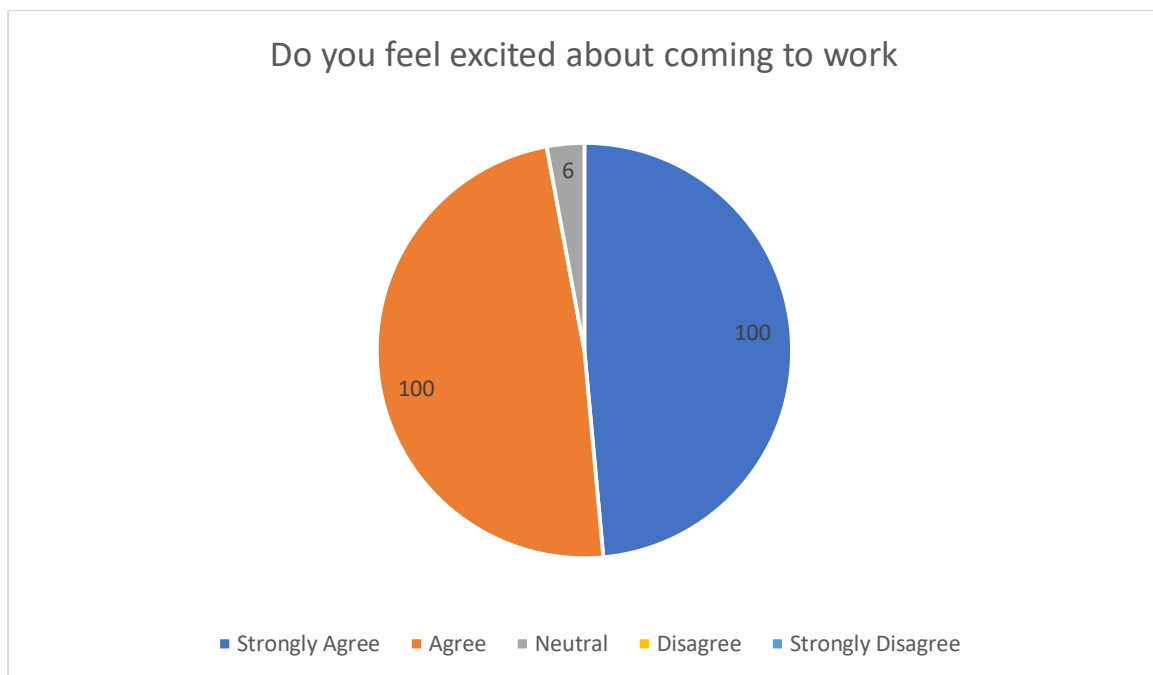
From the above table and chart shows that 49.5% were agree, 45.1% were Strongly agree, 5.3% were Neutral

Inference:

Major of the respondent 49.5% chosen Agree.

Table 4.4: Do you feel excited about coming to work

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	100	48.5
Agree	100	48.5
Neutral	6	2.9
Disagree		
Strongly Disagree		
Total	206	100



Interpretation:

From the above table and chart shows that 48.5% were Agree, 48.5% were Strongly agree, 2.9% were Neutral.

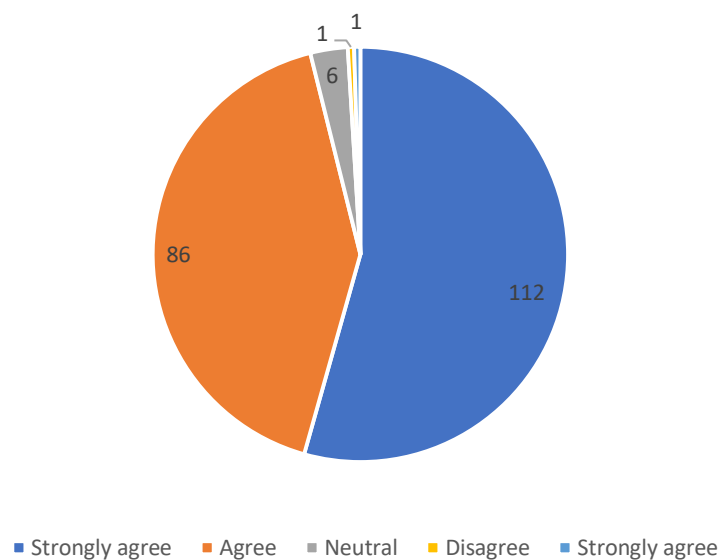
Inference:

Major of the respondent 48.5% were chosen Agree & Strongly Agree.

Table 4.5: **Do you feel yourself proud of working for organization**

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	112	54.4
Agree	86	41.7
Neutral	6	2.9
Disagree	1	0.5
Strongly Disagree	1	0.5
Total	206	100

Do you feel yourself proud of working for organization



Interpretation:

From the above table and chart shows that 54.4% were Strongly Agree, 41.7% were Agree, 2.9% were Neutral, 0.5 were Disagree, 0.5 were Strongly disagree.

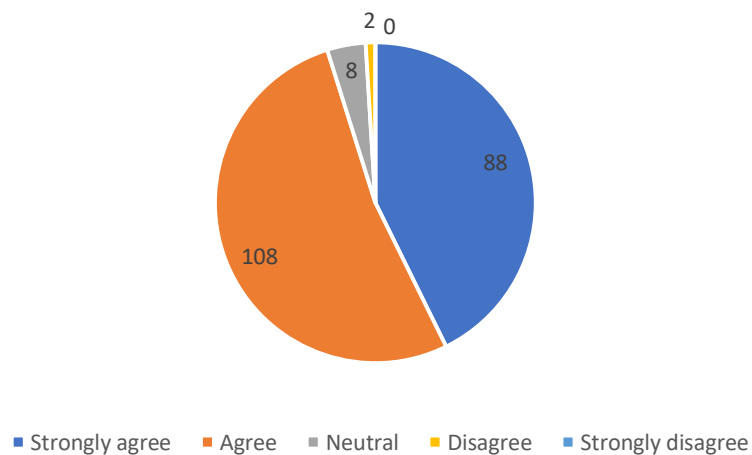
Inference:

Major of the respondent 54.4% were chosen Strongly Agree.

Table 4.6: Are you satisfied with your current compensation and benefits

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	88	42.7
Agree	108	52.4
Neutral	8	3.9
Disagree	2	1
Strongly Disagree		
Total	206	100

Are you satisfied with your current compensation and benefits



Interpretation:

From the above table and chart shows that 52.4% were Agree, 42.7% were Strongly Agree, 3.9% were Neutral, 1% were Disagree.

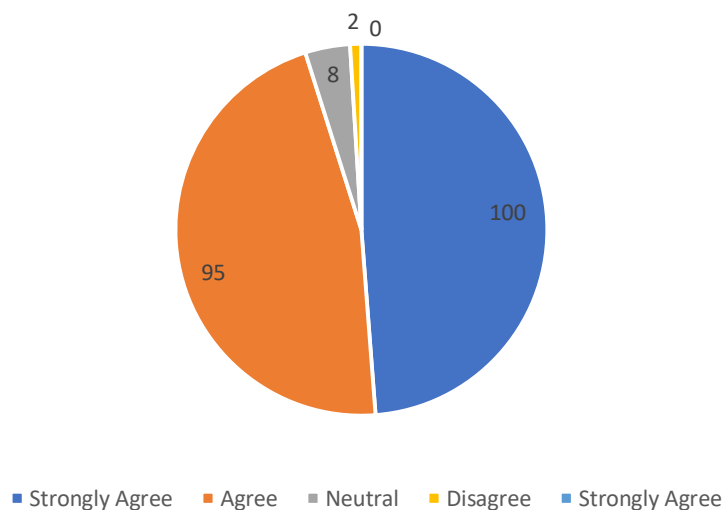
Inference:

Major of the respondent 52.4% were chosen Agree.

Table 4.7: Do you enjoy working with you team

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	100	48.5
Agree	95	46.1
Neutral	8	3.9
Disagree	2	1
Strongly Disagree	1	0.5
Total	206	100

Do you enjoy working with you team



Interpretation:

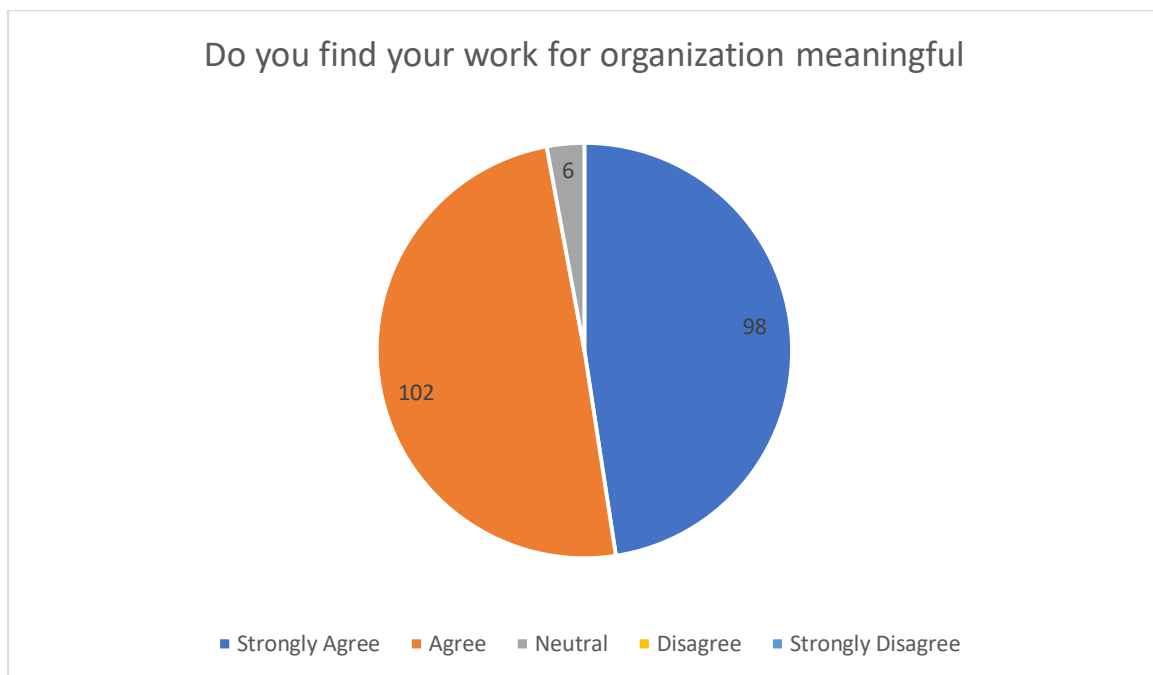
From the above table and chart shows that 48.5% were Strongly Agree, 46.1% were Agree, 3.9% were Neutral, 1% were Disagree, 0.5% were Strongly disagree.

Inference:

Major of the respondent 48.5% were chosen Strongly Agree.

Table 4.8: Do you find your work for organization meaningful

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	98	47.6
Agree	102	49.5
Neutral	6	2.9
Disagree		
Strongly Disagree		
Total	206	100



Interpretation:

From the above table and chart shows that 49.5% were Agree, 47.6% were Strongly Agree, 14% were Neutral, 2.9% were Neutral.

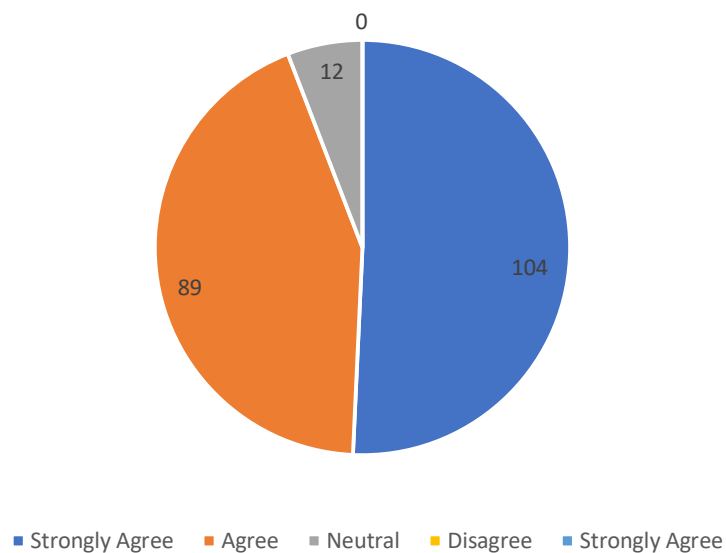
Inference:

Major of the respondent 49.5% were chosen Agree.

Table 4.9: Does organization vision and values inspire you

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	104	50.5
Agree	89	43.2
Neutral	12	5.8
Disagree		
Strongly Disagree	1	0.5
Total	206	100

Does organization vision and values inspire you



Interpretation:

From the above table and chart shows that 50.5% were Strongly Agree, 43.2% were Agree, 5.8% were Neutral, 0.5% were Strongly Disagree.

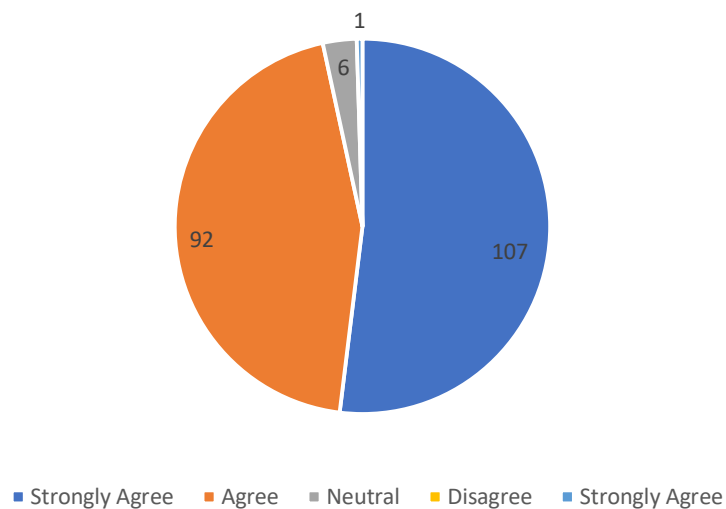
Inference:

Major of the respondent 50.5% were chosen Strongly Agree.

Table 4.10: Do others provide you with recognition for your accomplishment at work

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	107	51.9
Agree	92	44.7
Neutral	6	2.9
Disagree		
Strongly Disagree	1	0.5
Total	206	100

Do others provide you with recognition for your accomplishment at work



Interpretation:

From the above table and chart shows that 51.9% were Strongly Agree, 44.7% were Agree, 2.9% were Neutral, 0.5% were Strongly Disagree.

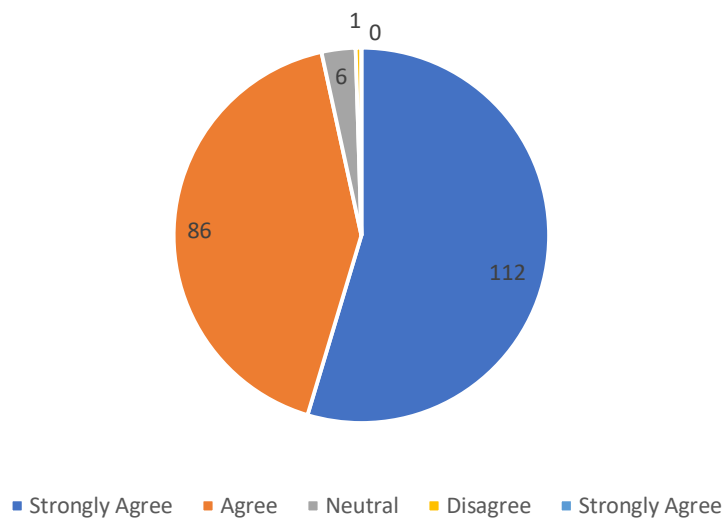
Inference:

Major of the respondent 51.9% were chosen Strongly Agree.

Table 4.11: Does organization culture foster a comfortable, supportive work environment

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	112	54.4
Agree	86	41.7
Neutral	6	2.9
Disagree	1	0.5
Strongly Disagree	1	0.5
Total	126	100

Does organization culture foster a comfortable, supportive work environment



Interpretation:

From the above table and chart shows that 54.4% were Strongly Agree, 41.7% were Agree, 2.9% were Neutral, 0.5 were Disagree, 0.5 were Strongly Disagree.

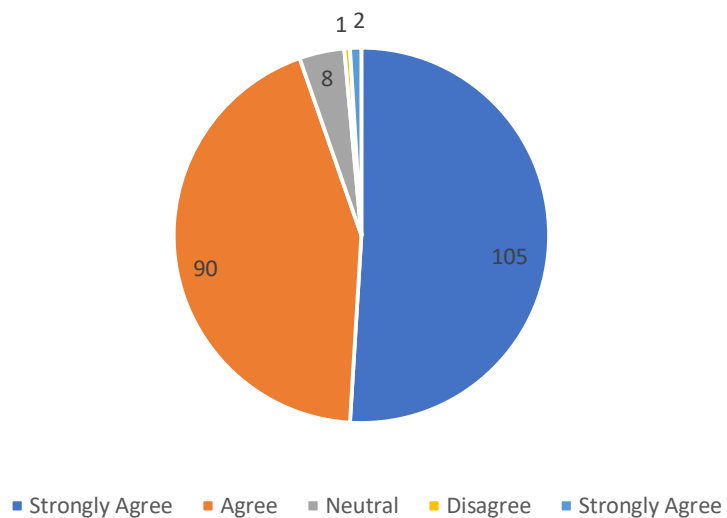
Inference:

Major of the respondent 54.4% were chosen Strongly Agree.

Table 4.12: Is leadership invested in and contributing to your culture initiatives

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	105	51
Agree	90	42.7
Neutral	8	3.9
Disagree	1	0.5
Strongly Disagree	2	1
Total	206	100

Does organization culture foster a comfortable, supportive work environment



Interpretation:

From the above table and chart shows that 51% were Strongly Agree, 42.7% were Agree, 3.9% were Neutral, 1 were Strongly Disagree, 0.5 were Disagree.

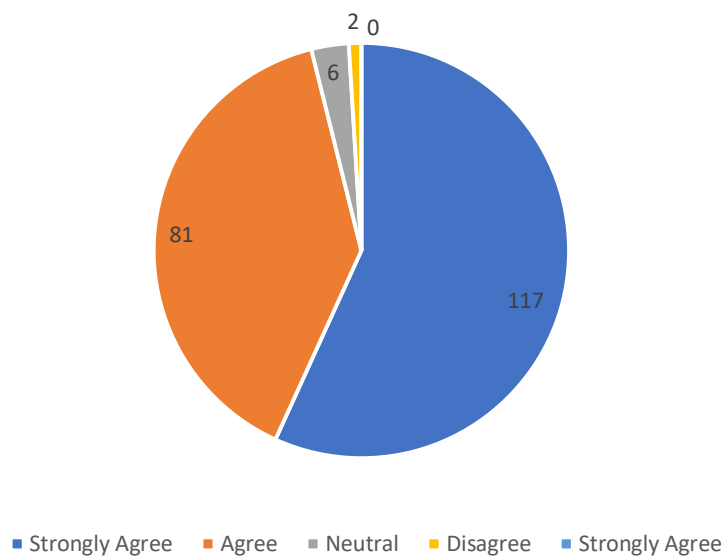
Inference:

Major of the respondent 51% were chosen Strongly Agree.

Table 4.13: Do you see a path for career advancement at organization

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	117	56.8
Agree	81	39.3
Neutral	6	2.9
Disagree	2	1
Strongly Disagree		
Total	206	100

Do you see a path for career advancement at organization



Interpretation:

From the above table and chart shows that 56.8% were Strongly Agree, 39.3% were Agree, 2.9% were Neutral, 1% is disagree.

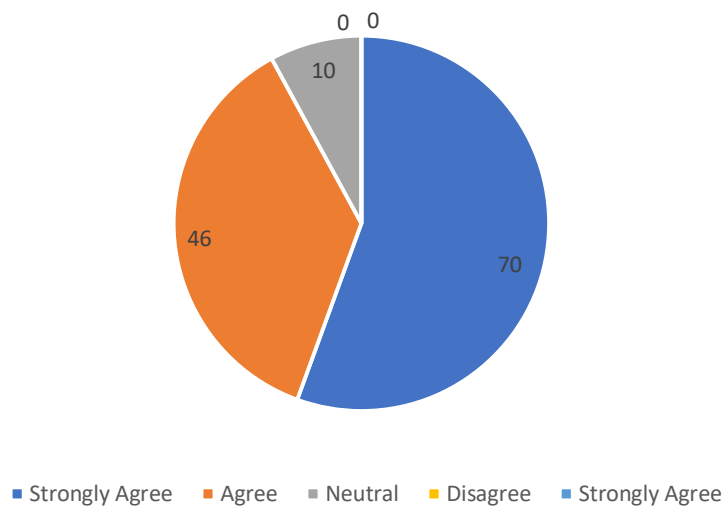
Inference:

Major of the respondent 56.8% were chosen Strongly Agree.

Table 4.14: Do you have the tools needed to maximize your potential in your work

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	108	52.4
Agree	90	43.7
Neutral	8	3.9
Disagree		
Strongly Disagree		
Total	206	100

Do you have the tools needed to maximize your potential in your work



Interpretation:

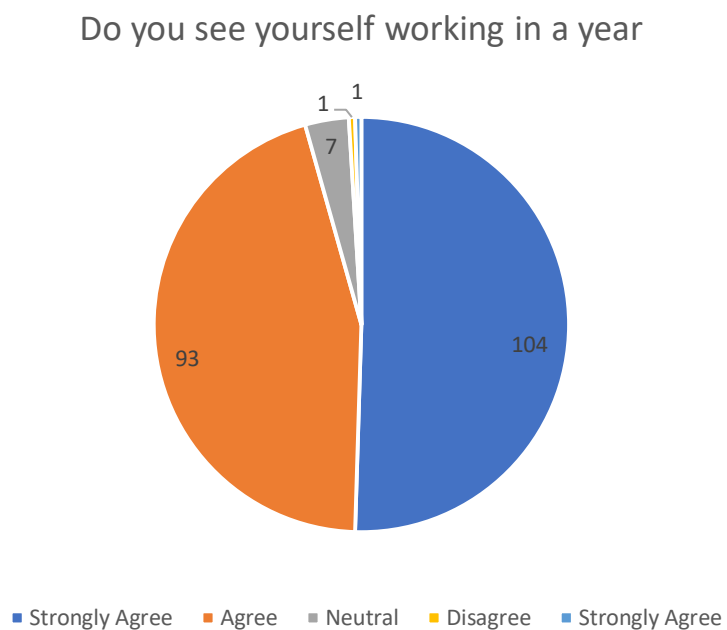
From the above table and chart shows that 52.4% were Strongly Agree, 43.7% were Agree, 3.9% were Neutral.

Inference:

Major of the respondent 52.4% were chosen Strongly Agree.

Table 4.15: Do you see yourself working here in a year

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	104	50.5
Agree	93	45.1
Neutral	7	3.4
Disagree	1	0.5
Strongly Disagree	1	0.5
Total	206	100



Interpretation:

From the above table and chart shows that 50.5% were Strongly Agree, 45.1% were Agree, 3.4% were Neutral, 0.5 were Disagree, 0.5 were Strongly Disagree.

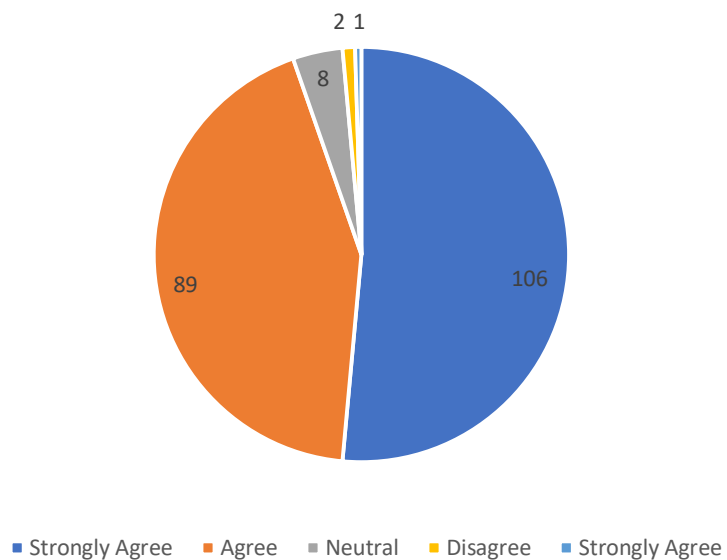
Inference:

Major of the respondent 50.5% were chosen Strongly Agree.

Table 4.16: Have you recently thought about leaving organization

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	106	51.5
Agree	89	43.2
Neutral	8	3.9
Disagree	2	1
Strongly Disagree	1	0.5
Total	206	100

Have you recently thought about leaving organization



Interpretation:

From the above table and chart shows that 51.5% were Strongly Agree, 43.2% were Agree, 3.9% were Neutral, 1 were Disagree, 0.5 were Strongly Disagree.

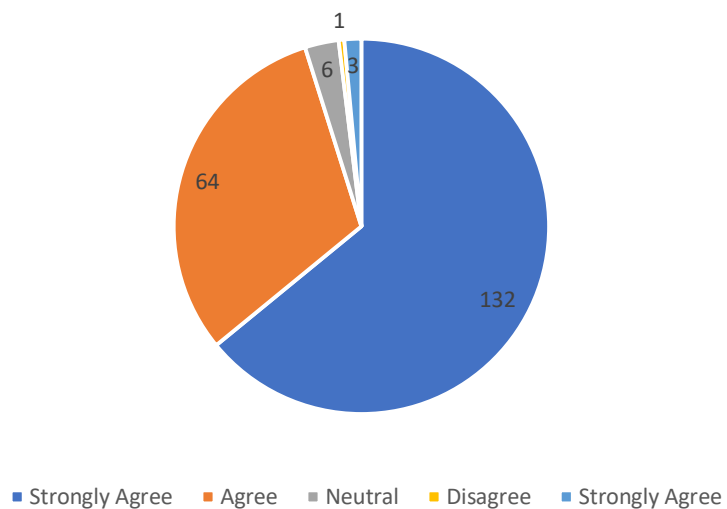
Inference:

Major of the respondent 63% were chosen Strongly Agree.

Table 4.17: Has anyone at the company asked about and expressed support for your career goals

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	132	64.1
Agree	64	31.1
Neutral	6	2.9
Disagree	1	0.5
Strongly Disagree	3	1.5
Total	206	100

Has anyone at the company asked about and expressed support for your career goals



Interpretation:

From the above table and chart shows that 64.1% were Strongly Agree, 31.1% were Agree, 2.9% were Neutral, 1.5 were Strongly Disagree, 0.5 were Disagree.

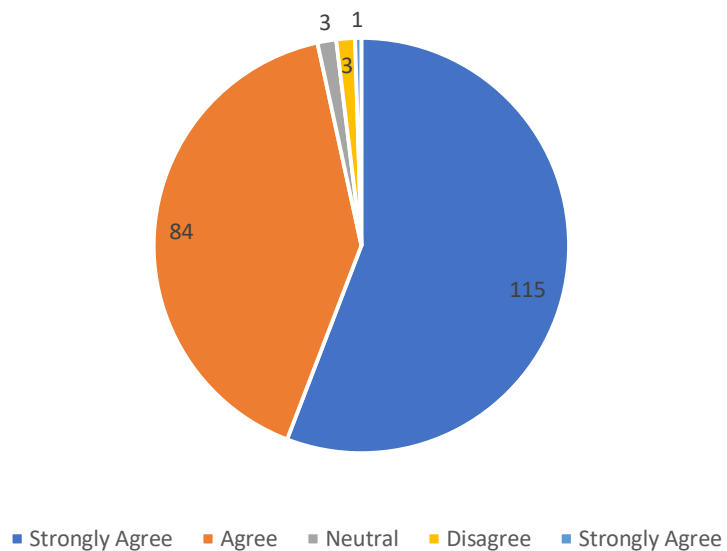
Inference:

Major of the respondent 64.1% were chosen Strongly Agree.

Table 4.18: Are there any problem with your organization culture

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	115	55.8
Agree	84	40.8
Neutral	3	1.5
Disagree	3	1.5
Strongly Disagree	1	0.5
Total	206	100

Are there any problem with your organization culture



Interpretation:

From the above table and chart shows that 55.8% were Strongly Agree, 40.8% were Agree, 1.5% were Neutral, 1.5% were Disagree, 0.5 Strongly Disagree.

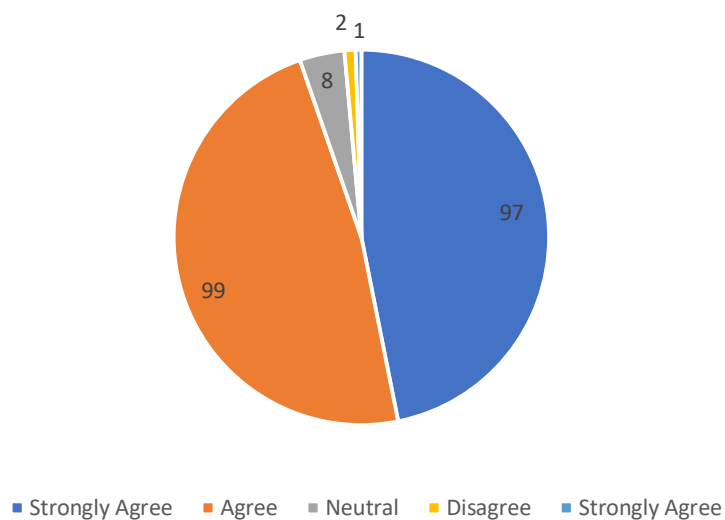
Inference:

Major of the respondent 55.8% were chosen Strongly Agree.

Table 4.19: Do you see yourself working here in a year

Particular	No. of Respondent	Percentage of Respondent
Strongly Agree	97	47.1
Agree	99	48.1
Neutral	8	3.9
Disagree	2	1
Strongly Disagree		
Total	206	100

Do you feel your training program is linked with your career development



Interpretation:

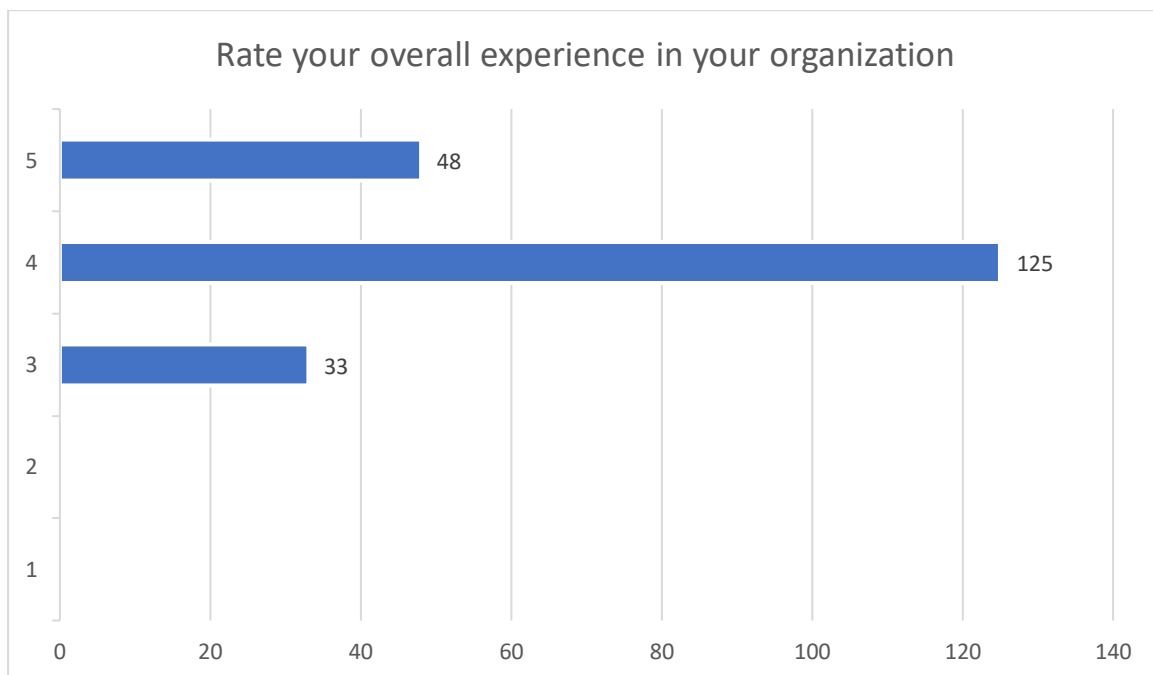
From the above table and chart shows that 48.1% were Agree, 47.1% were Agree, 3.9% were Neutral, 1 were Disagree.

Inference:

Major of the respondent 48.1% were chosen Strongly Agree.

Table 4.20: Rate your overall experience in your organization

Particular	No. of Respondent	Percentage of Respondent
1		
2		
3	33	16
4	125	60.7
5	48	23.3
Total	206	100



Interpretation:

From the above table and chart shows that 60.7% were rated 4, 23.3% were rated 5, 16% were were rated 3.

Inference:

Major of the respondent 60.7% were rated 4.

4.1.CHI SQUARE: TEST 1

Null Hypothesis (H0) - There is no significant association difference between the age and thought recently about leaving organization.

Alternate Hypothesis (H1) - There is a significant association difference between the age and thought recently about leaving organization.

AGE * THOUGHT ABOUT LEAVING ORGANIZATION								
Crosstabulation								
	THOUGHT ABOUT LEAVING ORGANIZATION							Total
			Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	
AGE	20-25	Count	26	16	1	1	0	44
		Expected Count	22.6	19.0	1.7	0.4	0.2	44.0
	26-30	Count	52	52	4	0	1	109
		Expected Count	56.1	47.1	4.2	1.1	0.5	109.0
	31-35	Count	25	18	2	1	0	46
		Expected Count	23.7	19.9	1.8	0.4	0.2	46.0
	36-40	Count	3	3	1	0	0	7
		Expected Count	3.6	3.0	0.3	0.1	0.0	7.0
Total		Count	106	89	8	2	1	206
		Expected Count	106.0	89.0	8.0	2.0	1.0	206.0

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.889 ^a	12	0.794
Likelihood Ratio	8.261	12	0.764
Linear-by-Linear Association	0.497	1	0.481
N of Valid Cases	206		

a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .03.

4.2.ONE-WAY ANOVA

Null Hypothesis (H0) - There is no significant difference between satisfied your current compensation & benefits and training program is linked with your career development.

Alternate Hypothesis (H1) - There is a significant difference between satisfied your current compensation & benefits and training program is linked with your career development.

Descriptives								
TRAINING PROGRAM LINKED WITH CAREER DEVELOPMENT								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Strongly Agree	88	1.511	0.625	0.067	1.379	1.644	1.00	4.00
Agree	108	1.602	0.546	0.053	1.498	1.706	1.00	3.00
Neutral	8	2.125	1.126	0.398	1.184	3.066	1.00	4.00
Disagree	2	2.000	0.000	0.000	2.000	2.000	2.00	2.00
Total	206	1.587	0.617	0.043	1.503	1.672	1.00	4.00

ANOVA					
TRAINING PROGRAM LINKED WITH CAREER DEVELOPMENT					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.184	3	1.061	2.868	0.038
Within Groups	74.743	202	0.370		
Total	77.927	205			

4.3.CORRELATION:

Null Hypothesis (H0) - There is a positive relationship between the company asked about expressed support for your career goals and overall experience in your organization.

Alternate Hypothesis (H1) - There is a negative relationship between the company asked about expressed support for your career goals and overall experience in your organization.

Descriptive Statistics			
	Mean	Std. Deviation	N
COMPANY ASKED ABOUT & EXPRESSED SUPPORT YOUR CAREER GOALS	1.4417	0.71500	206
OVERALL EXPERIENCE IN YOUR ORGANIZATION	4.0728	0.62433	206

Correlations			
		COMPANY ASKED ABOUT AND EXPRESSED SUPPORT YOUR CAREER GOALS	OVERALL EXPERIENCE IN YOUR ORGANIZATION
COMPANY ASKED ABOUT & EXPRESSED SUPPORT YOUR CAREER GOALS	Pearson Correlation	1	0.026
	Sig. (2-tailed)		0.711
	N	206	206
OVERALL EXPERIENCE IN YOUR ORGANIZATION	Pearson Correlation	0.026	1
	Sig. (2-tailed)	0.711	
	N	206	206

CHAPTER 5

SUMMARY OF FINDINGS, SUGGESTIONS & CONCLUSION

5.1 FINDINGS:

- 47% of respondent are belong to age group of 26-30 years.
- 66% of respondent are male.
- 49% of respondent were chosen to agree for would you recommend your organization to your friends as an employer
- 48.4% of respondent were chosen to agree & strongly agree for feel excited about coming to work.
- 54.4% of respondent were chosen to strongly agree for feel proud of working for organization.
- 52.4% of respondent were chosen to strongly agree for satisfied with their current compensation and benefits.
- 48.5% of respondent were chosen to strongly agree for enjoy working with their team.
- 47.6% of respondent were chosen to strongly agree for find their work for organization meaningful.
- 50.5% of respondent were chosen strongly to agree for organization vision and values inspire them.
- 51.9% of respondent were chosen to strongly agree for recognition for their accomplishments at work.
- 54.4% of respondent were chosen to strongly agree for organization culture foster a comfortable, supportive work environment.
- 51% of respondent were chosen to strongly agree leadership invested in and contributing to your culture initiatives.
- 56.8% of respondent were chosen to strongly agree for their career advancement at organization.
- 52.4% of respondent were chosen to strongly agree tools needed to maximize their potential in their work.
- 50.5% of respondent were chosen to strongly agree for their self working here in a year
- 51.5% of respondent were chosen to strongly agree for recently thought about leaving organization.
- 64.1% of respondent were chosen to strongly agree for the company asked about and expressed support for their career goals.

- 55.8% of respondent were chosen strongly agree for the organization culture.
- 48.1% of respondent were chosen agree for their training program is linked with their career development.
- 60.7% of respondent were chosen 4 rating for their overall experience in their organization.

5.2 Suggestions:

The study revealed that a good number of employees in IT industry are not aware of the expectations of them at work (especially Mahindra Satyam). So, to avoid confusion companies need to follow the Process Consultation by Edgar Schein to reduce communication barriers between client/Manager and employee. From the commencement of the project, there should be an involvement that simultaneously allows both the client and the employee to analyze what is going on and that builds a friendly and motivating environment between them.

The Employee must be able to offer different advice and solutions for the clients. The Employee must carefully listen to client requirements and design the software. Errors must be avoided, but each error must help them to learn. Whenever employees are in doubt, the problem should be shared with the superior or client and involve them. According to the research, IT industry (esp. Tata Consultancy Services) may arrange for confrontation meetings, through which employees feel that they are involved in the decision making process. It generates information about its major problems, analyses the underlying causes, develop action plans to correct the problems, and sets a schedule for completing remedial work. Most of the employees in I.T. industry have the opportunity to perform better every day when they list their interests and weaknesses to enhance their skills.

The industry must train their employees through innovative workshops; cross functional teams and collaborative working between them, so that the employees come up with innovative thoughts. As per the survey conducted, employees need to know how their behavior affects them. For instance, the employees are required to confront with their own behavior patterns and the expectations of the clients. To address this problem, organizations may arrange workshop on interpersonal communications through tools like Johari Window which would help them to know others and others to know them.

5.3 Conclusion:

Employee Engagement is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts organizations in many ways. The importance of Employee Engagement in the organizational setting is undeniable. The present research was conducted to study the current level of Employee Engagement, causative factors for Employee Engagement\Disengagement in the Indian scenario and IT sector in specific. Based on data analysis the factors which have emerged as the most important determinants of Employee Engagement are Organizational Support, Intrinsic motivators, Employee centric Organizational culture, Distributive justice, Effective goal-setting, Hygiene elements, Equity, Appraisal Transparency, Customized Training, Feedback, and Peer Cohesiveness. The findings confirm that Leaders behavior, timely rewards and recognition, pay are the strong drivers of Employee

Engagement. Fair pay and satisfying benefits package also lead to highly engaged employees. With the help of hypothesis testing, the study concludes that, significant associations are there between Employee Engagement and the demographic factors of the employees like Age, Designation, Department, Income, and family size. Further no significant association is observed between Employee Engagement and the remaining demographic factors like Gender, Spouse Working, Marital Status, Total Experience, and Experience in the organization.

REFERENCES

- [1] Gebour, J. (2009). Getting employees onboard and engaged. Accessed on July 23, 2009 from <http://www.theedgemalaysia.com/management/16336-getting-employees-onboard-and-engaged.html>.
- [2] Saks, A.M. (2006). Antecedents and consequences of employee engagement, *Journal of Managerial Psychology*, Vol. 21(7), 600-19.
- [3] Katz, D. and Kahn, R. L. (1978). *The Social Psychology of Organizations*, (2nd Edition). New York: Wiley.
- [4] Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work, *Academy of Management Journal*, Vol. 33, 692-724.
- [5] Maslach, C., Schaufelli, W.B. and Leiter, M.P. (2001), "Job burnout", *Annual Review of Psychology*, Vol. 52, pp. 397-422.
- [6] Ballendowitsch, J. (2009). Employee Engagement – A Way Forward To Productivity, Towers Perrin-ISR Case Study, Towers Perrin-ISR, 14, July.
- [7] Rutledge, T. (2005). *Getting Engaged: The New Workplace Loyalty*, Mattanie Press, Toronto.
- [8] Robinson, D., Perryman, S. and Hayday, S. (2004). *The Drivers of Employee Engagement*, Institute for Employment Studies, Brighton.
- [9] West, G. (2005). High performance Work Systems and Firm Performance: A Synthesis of Research and Managerial Implications. *Journal of Research in Personnel and Human Resources Management*.
- [10] Bates, S. (2004). Getting engaged, *HR Magazine*, Vol. 49(2), 44-51.
- [11] Richman, A. (2006). Everyone wants an engaged workforce how can you create it?, *Workspan*, Vol. 49, 36-9.

- [12] Little and Little. (2006). Employee Engagement: Conceptual Issues, *Journal of Organizational Culture, Communications and Conflict*, Vol. 10 (1).
- [13] Hair JR, J. F., Anderson, R. E., Tatham, R. L., and Black, W. C. (1998). *Multivariate Data Analysis* (Fifth Edition), Prentice Hall, Upper Saddle River, New Jersey.
- [14] McBain, R. (2007). The practice of engagement: research into current employee engagement practice, *Strategic HR Review*, Vol. 6(6), 16-19.
- [15] Medlin, B. and Green, Jr., K.E. (2009). Enhancing performance through goal setting, engagement, and optimism, *IMDS*, Vol. 109 (7), 943-956.
- [16] Wildermuth, C. and Pauken, P.D. (2008). A perfect match: decoding employee engagement – Part 1: engaging cultures and leaders, *Industrial & Commercial Training*, Vol. 40(3), 122–128. Bakker, A.B., Schaufeli, W.B., Leiter, M.P. and Taris, T.W. (2008).
- [17]. Beckers, D.G.J., Van der Linden, D., Smulders, P.G.W., Kompier, M.A.J., Van Veldhoven, J.P.M. & Van Yperen, N.W., Working overtime hours: Relations with fatigue, work motivation, and the quality of work. *Journal of Occupational and Environmental Medicine*, Vol. 46, 2004, PP. 1282-1289.
- [18]. Clifton, James K., *Engaging your employees: Six keys to understanding the new workplace*. 2002 SHRM Foundation Thought Leaders Remarks. Society for Human Resource Management, 2008.
- [19]. Cabrera, A., Collins, W., and Salgado, J., Determinants of individual engagement in knowledge sharing, *International journal of human resource management*, Vol. 17, No. 2, 2006, PP. 245– 264
- [20]. Gallup, “Gallup Study: Engaged Employees Inspire Company Innovation: National Survey Finds that Passionate Workers Are Most Likely to Drive Organizations Forward”, *The Gallup Management Journal*, 2006

APPENDIX

1. Name of the respondent.
2. Age of the respondent.
 - 20 - 25
 - 26 – 35
 - 36 – 45
 - 46 – 50
 - Above 50
3. Gender of the respondent.
 - Male
 - Female
4. Would you recommend your organization to your friends as an employer.
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
5. Do you feel excited about coming to work.
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
6. Do you feel yourself proud of working for organization.
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree.

7. Are you satisfied with your current compensation and benefits.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree.

8. Do you enjoy working with your team.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree.

9. Do you find your work for organization meaningful.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

10. Does organization vision and values inspire you.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

11. Do others provide you with recognition for your accomplishments at work.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

12. Does organization culture foster a comfortable, supportive work environment.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

13. Is leadership invested in and contributing to your culture initiatives.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

14. Do you see a path for career advancement at organization.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

15. Do you have the tools needed to maximize your potential in your work.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

16. Do you see yourself working here in a year.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

17. Have you recently thought about leaving organization.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

18. Has anyone at the company asked about and expressed support for your career goals.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

19. Are there any problem with your organization culture.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

20. Do you feel your training program is linked with your career development.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

21. Rate your overall experience in your organization.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree