

A STUDY ON EMPLOYEE ENGAGEMENT AT SRI SIVASAKTHI AUTO ANCILLARIES MADRAS P LTD

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

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SCHOOL OF BUSINESS ADMINISTRATION

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 - 600 115.**

April - 2021



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SCHOOL OF BUSINESS ADMINISTRATION

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **DHAMODHARAN K (39410252)** who have done the Project work entitled **A STUDY ON EMPLOYEE ENGAGEMENT AT SRI SIVASAKTHI AUTOANCILLARIES MADRAS P LTD** under my supervision from **December 2020 to February 2021**.

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TO WHOM SO EVER ITMAY CONCERN

This is to certify that **Mr. DHAMODHARAN K**, student of **MBA - (Finance and Human Resource)** Sathyabama Institute of Science & Technology, Chennai had successfully completed his project work in our organization from Dec 2020 to Feb 2021.

During the period of Project work, he had done project titled " A STUDY ON EMPLOYEE ENGAGEMENT at SRI SIVASAKTHI AUTO ANCILLARIES MADRAS P LTD". We wish him all success in his future.

Best wishes Regards,

For Sri Sivasakthi Auto Ancillaries Madras (P) Ltd.,



DECLARATION

I **DHAMODHARAN K (39410252)** hereby declare that the Project Report entitled **A STUDY ON EMPLOYEE ENGAGEMENT AT SRI SIVASAKTHI AUTOANCILLARIES MADRAS P LTD** done by me under the guidance of **Ms. KAVITHA RAJAYOGAN** and **Mr. JANAKI RAMAN** at Sri Sivasakthi Auto Ancillaries Madras P Ltd. 50, Gangaianman Koil Street Karappakkam, Chennai-97 is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

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DHAMODHARAN K

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ABSTRACT

Employee Engagement is a concept gaining significant importance in the past 10 years. Organization today use engaged employees as a tool for strategic partner in the business. The concept of employee engagement has now gained even more importance, since many drivers have been identified, which impact employee performance and well-being at workplace. As companies across industries strive to survive and rise above the stiff competition, physical and mental well-being of employees will be one of the important aspects that HR managers need to tend focus on. Hence, employee engagement is today seen as a powerful source of competitive advantage in the turbulent times. The study explores the concept of employee engagement and also throws light on key drivers of employee engagement by analyzing specifically three drivers, namely communication, work life balance and leadership. This study will also analyze how these drivers impact the level of employee performance and well-being at workplace of the employees. The available literature on drivers of employee engagement indicates that there is paucity of literature on these three drivers and their impact on employee engagement. Thus, we focused on these three specific and less researched drivers

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION OF THE STUDY

Employee engagement is the “extent to which an employee commits to something or someone in the organization 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 organizational 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 analyzing the results from the data collection.

1.2 INDUSTRY PROFILE

The automobile industry invented in 1769. Nicolas Joseph Caugnot created a steam built the first self propelled road vehicle , later Gasoline automobile

powered by internal combustion engine Created by Karl friedrich Benz. There are different types of automobile sector in the world(Steam, electric and gasoline etc.). The automobile industry is manufacturing the largest purchase of many industrial products such as steel[27-29]. The automobile industry using new technology plug-in hybrids, gasoline, hydrogen cars, and alternative fuel. New material replace the car , bus bodies, fiberglass, carbon annotates and carbon fiber. Communication also connected with car, bus and train with the large number of people working in the automobile industry. The automobile industry is a primary mode of transportation for many developed economies. Around the world developed country earning high profit by automobile.

The automotive industry manufacturer designs market and sells the world in motor and car. About 906 million car and light truck on the road in 2010. The vehicle are increasing rapidly especially in china and India in 2007 with rapidly rising oil prices as the automotive industry the combination of pricing pressure from raw material cost and changes in consumer buying habit. China is becoming a largest automobile producer in the world. China 2009 sales have 13.6 increasing form one million of domestic car sales. The automobile industry manufactures product supply to the automotive industry. The roles of each contribution to the supply chain are discussed below. Third Tier supplier[30-33]:

These Company are provide for a basic products like rubber, glass, plastic, and steel. Second tier supplier. These companies are vehicles design system or bodies for first tier suppliers and OEMs. First tier suppliers are responsible not simply for the gathering of division into total entity but also for the management of second-tier suppliers.

1.3 COMPANY PROFILE

Sri Sivasakthi Auto Ancillaries Madras P Ltd , is ISO 9001 -2008 Manufacturing company based in Chennai. It has well equipped, modern and sophisticated commercial tool room for genuine parts for automated parking system, cars , bikes and wind mills. . Sri Sivasakthi Auto Ancillaries Madras P Ltd is Started in 1999 at Chennai City in Karapakkam. It is a partnership of innovation team with dedicated and well experienced mechanical engineers. The products are sourced

from highly reliable and certified vendors of the industry.

They ensure that the offered products are manufactured in strict accordance to well defined Protocols of industry. They provide utmost attention to compliance with present quality norms of the domain during production of the products. The products produced in the company goes through under several quality check. It is backed by the professional team in pursuit of business objectives and establishment of long lasting business relations with valued patrons.

Sri Sivasakthi Auto Ancillaries Madras P Ltd . is necessity for production of tooling in all disciplines of engineering industry whether mechanical, electrical, and electronic or plastics, etc with the rapid industrialization in our country. It has become imperative to produce various tools on job work basis. The project profile has been prepared on the basis of single shift of 8 hours a day. 25 days in a month and at 75% efficiency.

The companies were established in year 1999 Sri Sri Sivasakthi Auto Ancillaries Madras P Ltd . and have earned sound reputation as trusted and suppliers of wide assortment of engineering products. The products are sourced from highly reliable and certified vendors of the industry. The company ensures that the offered products are manufactured in strict accordance to well defined protocols of the industry.

CHAPTER 2

REVIEW OF LITERATURE

According to Sirota (2005) “Morale e is a direct consequence of being treated well by the company, and employees return the „gift” of good treatment with higher productivity and work quality, lower turnover (which reduces recruiting and training costs), a decrease in workers shirking their duties, and a superior pool of job applicants. These gains translate directly into higher company profitability. Satisfied employees lead to satisfied customers, which results in higher sales. Satisfied customers and higher sales, in turn, result in more satisfied employees who can enjoy the sense of achievement and the material benefits that come from working for a successful company. It's a „virtuous circle” – the best of all worlds”.

Saks (2006) argues that employee engagement differs from organizational commitment (OC) on the grounds that OC represents a person's attitude and connection concerning their organization, while on the other hand, engagement is more than an attitude, it is how psychologically, cognitively and behaviorally employed the individual is in their role, displayed by how attentive they are to their work and how absorbed the individual is in the performance of the role. Employee engagement also differs from OCB, as engagement is concerned with the passion for one's role, while OCB is concerned with extra-role and voluntary behaviour.

May et al (2004) was the first empirical study to test Kahn's (1990) model. May et al (2004) establish that, in line with Kahn's (1990) study, meaningfulness, safety and availability is strongly positively correlated to engagement. Job enrichment (the development of increasing intrinsic job elements and down-grading attention of extrinsic factors, Kaplan, Tausky & Bolaria [1969]) and role fit to be positively correlated with meaningfulness; rewarding co-worker and encouraging supervisor relations were positively correlated with safety. Loyalty to worker norms and self-consciousness were negative predictors of safety. The amount of resources available to the individual were positively correlated with psychological availability, on the other hand participation in outside activities was negatively

correlated with psychological availability. Meaningfulness was found to be the most influential psychological dimension in determining engagement levels among individuals in the workplace. From researching the literature, an alternative model of engagement has emerged from the „burnout“ literature. Job engagement is perceived as a positive anti-thesis of burnout, as according to Maslach *et al* (2001), individual burnout encompasses the attrition of engagement with one's job/role.

Maslach *et al* (2001) propose six determinable areas in the work-life dichotomy, which can result in either burnout or engagement: workload, control, rewards and recognition, community and social support, perceived fairness and values.

Maslach *et al* (2001) constructed a connection between increased job engagement and the management of the six work-life areas. Engagement is facilitated by, a sustainable workload which challenges the individual without negatively impacting them mentally and/or physically.

Goal-setting theory (Locke 1968), can be utilized in relation to the achievement of realistic workloads in order to enhance engagement levels. Feelings of choice and control, suitable reward and recognition, the presence of a supportive work community, fairness and integrity and meaningful and appreciated work will foster personal engagement. May *et al*'s (2004) findings in relation to meaningful and valued work .

Maslach *et al* (2001) belief that meaningful and valued work is associated with engagement and thus the concept of „meaning“ is an important consideration when looking at the engagement generation process.

May *et al* (2004) was the first empirical study to test Kahn's (1990) model. May *et al* (2004) establish that, in line with Kahn's (1990) study, meaningfulness, safety and availability is strongly positively correlated to engagement. Job enrichment (the development of increasing intrinsic job elements and down-grading attention of extrinsic factors, Kaplan, Tausky & Bolaria [1969]) and role fit to be positively correlated with meaningfulness; rewarding co-worker and encouraging supervisor relations were positively correlated with safety.

Conversely, loyalty to worker norms and self-consciousness were negative predictors of safety. The amount of resources available to the individual were positively correlated with psychological availability, on the other hand participation in outside activities was negatively correlated with psychological availability. Meaningfulness was found to be the most influential psychological dimension in determining engagement levels among individuals in the workplace. From the research carried out by Kahn (1990), it has been established that there are specific psychological states which need to be active in order for engagement to occur. However, what Kahn (1990) does not fully explain is why individuals respond to these psychological conditions in a variety of ways.

Saks (2006) proposes a link between the differing reactions and resulting engagement levels in relation to the psychological states by looking through the lens of Social Exchange Theory (SET). The SET frame of reference consists of obligations which are created via a cycle of interactions between individuals/groups that operate in a condition of mutual interdependence. Under the SET, the relationship will evolve over time, with trust, loyalty and mutual commitment increasing, on the condition that the „rules“ of exchange are not breached. This form of interaction supports Robinson *et al's* (2004) explanation of employee engagement being characterised as a two-way relationship between employer and employee. As previously mentioned under SET there are unspecified obligations within the employment relationship

Saks (2006) proposes that an individual may reimburse their organization via their level of engagement. Employees can decide to engage themselves at a higher level due to the resources which are invested in them by the organization. This reimbursement will be displayed by the employee in the form of increased cognitive, physical and emotional resources to achieve organizational goals and objectives (Kahn 1990).

Harbison and Myers (1959) discuss the shift among employers in the early nineteenth century, where employers were beginning to come to the realization that in order to create satisfactory conditions for capital accumulation they would need to utilize subordination, loyalty (a characteristic of the unitary perspective)

and increased productivity (combating „Saint Monday“) among workers. Pollard (1968) proposed three employer methods for managing and maintaining discipline among the workforce. Fredric Taylor was the author of a plethora of ideas which culminated in the concept of scientific management. Under Taylorism, organizations had to have a formalized structure and reporting line; tasks should be studied and redesigned to enable them to be separated into the most efficient workable elements. These tasks were carried out by the individual.

The Gallup organization (2004) found critical links between employee engagement, customer loyalty, business growth and profitability. They compared the scores of these variables among a sample of stores scoring in the top 25 per cent on employee engagement and customer loyalty with those in the bottom 25 per cent. Stores in the bottom 25 per cent significantly under-performed across three productivity measures: sales, customer complaints and turnover. Gallup cites numerous similar examples. The International Survey Research (ISR) team has similarly found encouraging evidence that organizations can only reach their full potential through emotionally engaging employees and customers (ISR 2005). In an extension of the Gallup findings, Ott (2007) cites Gallup research, which found that higher workplace engagement predicts higher earnings per share (EPS) among publicly-traded businesses. When compared with industry competitors at the company level, organizations with more than four engaged employees for every one actively disengaged, experienced 2.6 times more growth in EPS than did organizations with a ratio of slightly less than one engaged worker for every one actively disengaged employee. The findings can be considered as reliable as the variability in differing industries was controlled by comparing each company to its competition, and the patterns across time for EPS were explored due to a ‘bouncing’ increase or decrease which is common in EPS (Ott 2007).

International Survey Research (2004), the international research consultancy, completed a major survey into the nature and causes of employee engagement and how companies can improve engagement to enhance business performance. The survey was conducted across ten of the world’s largest economies -

Australia, Brazil, Canada, France, Germany, Hong Kong, the Netherlands, Singapore, the UK and the USA, involving nearly 160,000 employees from across a broad spectrum of industries. The survey highlights large variations among the 10 countries in terms of employees' overall commitment to, and involvement with their employers. For example, in Brazil and in the US, 75 per cent of employees were found to be engaged with their companies, whilst only 59 percent of French employees were engaged. The research demonstrates that one size does not fit all when it comes to motivating employees to engage with their company and work. For example, in Australia, Singapore, and Hong Kong, the extent to which company management is respected emerged as an influential determinant of engagement. In the UK and US, on the other hand, a more important factor was the degree to which organizations provide long-term employment and career opportunities.

Johnson (2004) indicates roughly half of all Americans in the workforce are not fully engaged or they are disengaged. Furthermore, a Global Workforce Survey conducted in 2005 by consultancy firm Towers Perrin found disconcerting findings, again in the USA (Seijts and Crim 2006). The survey involved about 85,000 people who worked full-time for large and mid-sized firms; it found only 14 per cent of all employees worldwide were highly engaged in their job. The survey also indicated that on a country-by country basis, the percentages of highly engaged, moderately engaged, and actively disengaged employees varied considerably. Moreover, the results showed some interesting, perhaps counter-intuitive, findings. For example, Mexico and Brazil have the highest percentages of engaged employees, while Japan and Italy have the largest percentages of disengaged employees. It is argued that global research will help employers gauge their employees' level of engagement against the norm for their own country (ISR 2004). Previous research (Hofstede 1997) has shown that organizations must adapt to different cultural values and norms when it comes to attracting, motivating and retaining staff. ISR's (2004) study identified four issues as global factors in managing engagement; career development, leadership, empowerment, and image (which refers to the company's image to customers and the public). Career development was found to influence engagement for

employees in each of the ten countries studied, with the key message being organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realise their potential. The logic behind this is that when companies invest in their people in this way, their people invest in them

Towers Perrin (2003) who found a pattern across the segments. Each group had only a small group of highly engaged respondents, a slightly larger disengaged group, with the majority in the 'moderately engaged group'. However, in each case there was one exception to the pattern that is worth noting; senior executives were found to be more highly engaged than any other group and were less likely to be disengaged. Cynics might suggest this may be linked to income level and, while this certainly emerged as important in this study, it was not the only contributory factor. More important were role characteristics, such as challenge, authority, autonomy, stimulation, access to information, resources and growth opportunities, that research has shown are linked to high levels of engagement. The lowest levels of engagement have been found among hourly workers, who arguably have the least control or influence over their jobs and work experience. Across industries, engagement is substantially higher in the non-profit sector than in every other sector looked at by Towers Perrin (2003). This would appear logical, given that people tend to be drawn to this sector through a sense of mission, rather than from any prospect of high pay or wealth accumulation.

Truss et al (2006) found that group in the public sector had a more negative experience of work, they reported more bullying and harassment than those in the private sector, and were less satisfied with the opportunities they had to use their abilities. This reinforces the findings of previous studies and underlines the scale of the challenge facing public sector managers in particular, and the negative impact that bullying and harassment have on employees and their levels of engagement.

Buchanan and Huczynski (2004) define perception as "the dynamic psychological process responsible for attending to, organizing and interpreting

sensory data". To a large extent, perception relates to the way in which individuals make sense of their environment and interpret and respond to the events and people around them. Equally, it is important to emphasize that each individual receives information differently. This is because individuals do not receive information about what is happening around them passively and dispassionately or in the same way as others

Bowditch and Buono (2001) suggest that, "our personality acts as a kind of perceptual filter or frame of reference which influences our view of the world". Therefore, it is argued that it is our personal perception of our social and physical environment that shapes and directs how engaged an employee is, rather than some objective understanding of an external reality.

The Towers Perrin (2003) study of engagement identified both emotions and rationality as core components. They found that emotional factors are linked to an individual's personal satisfaction and the sense of inspiration and affirmation they get from their work and from being a part of their organization. For example, a key element here is having a sense of personal accomplishment from one's job. By contrast, the rational factors generally relate to the relationship between the individual and the broader corporation, for instance the extent to which employees understand their role and their unit's role, relative to company objectives. It was found that scores for key aspects of rational engagement (such as I 'understand how my role relates to company goals and objectives' and 'I am willing to put in a great deal of effort beyond what is normally expected') are generally higher than those for emotional engagement (such as, I 'would say my company is a good place to work' and 'am proud to work for my company'). However, looking deeper into the more emotional aspects of working, a different picture emerges. Just under two-thirds of the respondents to the Towers Perrin survey agreed their company is a good place to work, and even fewer (half of the respondents) agreed their company inspires them to do their best work. According to research, this is where the impact of employees' dissatisfaction is found, with various aspects of their work experience, such as overwhelming workloads, distant and non-communicative senior leadership, and the lack of

developmental opportunities (Towers Perrin 2003). This shows the significance of management actions in determining levels of employee engagement.

Soltis (2004) argues in order to create a highly engaged environment managers must be engaged; “if managers aren’t engaged its unlikely employees will respond to any efforts to engage them” . Research has demonstrated that employee engagement tends to be based on factors such as the relationship they have with their managers

Robinson (2006) employee engagement can be achieved through the creation of an organizational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organizational performance, lower employee turnover and better health. West (2005) argues that when individuals feel positive emotions, they are able to think in a more flexible, open-minded way and are also likely to feel greater self-control, cope more effectively and be less defensive in the workplace. Emotions can also be related to well being (Robinson 2006). Perhaps some of the clearest evidence on well being and employee health is evident in the research of the Roffey Park Institute (RPI). The RPI shares the belief of various authors who suggest a potential causal relationship between a more holistic approach to management, one that takes account of emotions and people’s deeper needs, and improved business performance.

Fox (1974) ‘Taylorism’ and ‘scientific management’ focused on limited discretion. Such methods of managing employees involved breaking down jobs into simple component elements, prescribing the way in which tasks were performed, providing close supervision and bureaucratic rules and regulations which served to create a mutually reinforcing cycle of low trust relations. 16 Nevertheless, Fox (1974) argued that despite an elaborate external controlling structure being in place, no role can be totally diffuse or totally specific; even in jobs which are tightly controlled, some outstanding element of discretion always remains. In cases where employees have been given some control over how they do their jobs, positive benefits have appeared to emerge. For example, previous research in the UK has looked at job redesign and the impact this has had on engagement.

Robinson et al (2004) identified key behaviors, which were found to be

associated with employee engagement. The behaviors included belief in the organization, desire to work to make things better, understanding of the business context and the 'bigger picture', being respectful of and helpful to colleagues, willingness to 'go the extra mile' and keeping up to date with developments in the field. Furthermore, the research found that employee engagement was closely linked to feelings and perceptions around being valued and involved, and that the key drivers of engagement included effective leadership, two-way communication, high levels of internal co-operation, a focus on employee development, a commitment to employee well-being and clear, accessible human resources policies and practices to which managers at all levels were committed.

Purcell et al (2003) study found a number of factors to be strongly associated with high levels of employee engagement. The one thing all of these factors had in common was that they were connected with an employee's involvement in a practice related to their work. For example, effective communications was found to be a factor as engagement levels were affected by the amount of information employees received about how well the company was performing and how they contributed to the company achieving its business objectives. Furthermore, employees having involvement in decisions affecting their job or work was also associated with high levels of engagement.

Holbeche and Springett (2003) Findings suggest people seek more meaning in their day-to-day work than they do in their personal lives. This implies employers should be seeking to make work meaningful by finding out what matters to their employees, especially since evidence suggests that meaningfulness impacts not only on the individual, but also on the bottom line (Holbeche and Springett 2003). Research has also suggested a connection between employee engagement and business results, eg the Gallup organization cite numerous examples of increased corporate profitability due to increased employee engagement.

Cunha (2004) argues that when managers employ a philosophy of 'servant-leadership', whereby a manager's primary role is in supporting and serving those around them, the environment becomes 'highly engaged'

Soltis (2004) argues in order to create a highly engaged environment managers

must be engaged; “if managers aren’t engaged its unlikely employees will respond to any efforts to engage them”

Lawler and Worley (2006) for a high-involvement work practice to be effective and for it to have a positive impact on employee engagement, employees must be given power. They argue this will lead to employees having the ability to make decisions that are important to their performance and to the quality of their working lives, thus engaging them in their work. Furthermore, Lawler and Worley (2006) contend that power can mean a relatively low level of influence, as in providing input into decisions made by others or it can mean having final authority and accountability for decisions and their outcomes. Involvement is maximized when the highest possible level of power is pushed down to the employees that have to carry out the decision, resulting in gaining the maximum level of engagement possible from employees.

Johnson (2005) Such findings indicate that one size does not fit all when it comes to motivating employees to engage with their company and work. This is in part due to differences in culture, values, politics, management styles and the economy. Those managing across borders must be fully aware of what leads to engagement in the countries in which they are operating; antecedents of engagement which work in the host country may have no effect, or the opposite effect, in other countries.

Ott (2007) cites Gallup research, which found that higher workplace engagement predicts higher earnings per share (EPS) among publicly-traded businesses. When compared with industry competitors at the company level, organizations with more than four engaged employees for every one actively disengaged, experienced 2.6 times more growth in EPS than did organizations with a ratio of slightly less than one engaged worker for every one actively disengaged employee. The findings can be considered as reliable as the variability in differing industries was controlled by comparing each company to its competition, and the patterns across time for EPS were explored due to a ‘bouncing’ increase or decrease which is common in EPS (Ott 2007). Whilst this research does not show investors and business leaders exactly what organizations are doing on a day-to-

day basis to develop engaged employees, the findings do demonstrate differences in overall performance between companies, and Gallup's meta-analyses present strong evidence that highly engaged workgroups within companies outperform groups with lower employee engagement levels, and the recent findings reinforce these conclusions at the workgroup level. The meta-analysis study shows that top-quartile business units have 12 per cent higher customer advocacy, 18 per cent higher productivity, and 12 per cent higher profitability than bottom-quartile business units. In contrast, bottom-quartile business units experience 31 per cent to 51 per cent more employee turnover and 62 per cent more accidents than those in the top quartile of workplace engagement. This research into EPS provides a degree of proof that employee engagement correlates to crucial business outcomes.

CHAPTER 3

RESEARCH METHODOLOGY

The researcher had to decide which methodology or combinations of methodology were going to be most practical and yield the best results from the primary research. There are two types of methodological approach that can be used. These two approaches are qualitative and quantitative. Quantitative research can be utilized as a research strategy if the emphasize of the research is on quantification in the collection and analysis of the data. Quantitative analysis involves using a deductive approach to the relationship between theory and research, where the emphasis is placed on testing the theories. Quantitative analysis also incorporates common practices and norms of the natural science model and of positivism in particular. Quantitative analysis represents a view of social reality as an external objective reality. Qualitative analysis on the other hand is utilized as a research strategy, where the researcher is looking to emphasize words instead of trying to look for quantification in the collection and analysis of data.

3.1 NEED OF THE STUDY

The following need has proposed me to choose the project at Sri Sivasakthi Auto Ancillaries Madras Private Ltd on inventory management system. The need of inventory management system is essential at every stage of the business. The inventory is the backbone of the production company and how it works in the development of other co related companies. The inventory management system is new to me and will help me in my future prospect of the study and to assess the industry's progress through the inventory management system in the point of view of company.

3.2 SCOPE AND SIGNIFICANCE OF STUDY

As we have seen that employee engagement is nothing but emotionally and positively attached of an employee towards the organization,so with the help of this project we will be able to known the degree of engagement of the employees

in infinite skills and we can study the methods to increase the engagement level in the organization which will definitely be helpful to employer as well as employees.

3.3 OBJECTIVES OF THE STUDY

3.3.1 PRIMARY OBJECTIVES

1.To study employee engagement at Sri Sivasakthi Auto Ancillaries Madras Private Ltd

3.3.2 SECONDARY OBJECTIVES

- 1.To evaluate the effectiveness of the employee welfare activities.
- 2.To measure the employee perception of the team – HR
- 3.To assess the employee satisfaction towards the workplace.

3.4 RESEARCH DESIGN

The objectives of the dissertation, a quantitative research was held. The main characteristic of quantitative research is that it is mostly appropriate for small samples, while its outcomes are not measurable and quantifiable. Its basic advantage, which also constitutes its basic difference with quantitative research, is that it offers a complete description and analysis of a research subject.

3.5 SOURCES OF DATA

The data collected for this project work was from two sources

- 1.Primary Source
- 2.Secondary Source

3.5.1 Primary Data

Primary data is collected from managers, employees of Sri Sivasakthi Auto Ancillaries Madras Private Ltd. Some data was also collection employees by using structured questionnaire.

3.5.2 Secondary Data

The secondary data was collected by company website, books and internet, Wikipedia.

3.6 POPULATION

The overall population in the organization is 250.

3.7 SAMPLE SIZE

A sample of 120 respondent was taken into consideration for my study and the data was collected.

3.8 SAMPLING TECHNIQUE

To study the project a simple random sampling technique under lottery method is used.

3.9 PERIOD OF STUDY

This period of study is 3 months.

3.9 STRUCTURE OF QUESTIONAIRE

- Open end
- Close end

3.10 ANALYTICAL TOOLS

Techniques are used to obtain findings and arrange information in logical sequence from the raw data collected. After the tabulation of data the tools provide a scientific and mathematical solutions to complex problems. The present study uses the following statistical tools for analyzing the collected data.

1. percentage
2. Chi-square
3. ANOVA
4. Correlation analysis

3.11 LIMITATIONS OF THE STUDY

- The study was restricted to Sri Sivasakthi Auto Ancillaries Madras Private Ltd
- The time period is restricted to 3 months.
- Employees were always busy with their work which did not allowed me to talk with them and collect the information.
- Period of study is too short and hence it is a major limitation

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE 4.1.1: TABLE SHOWING AGE OF THE RESPONDENTS

Age	No. of Respondents	Percentage
25-30 Years	16	13.3
30-40 Years	7	5.8
40-50 Years	81	67.5
50-60 Years	13	10.8
Above 60 Years	3	2.5
Total	120	100.0

Source: Primary data

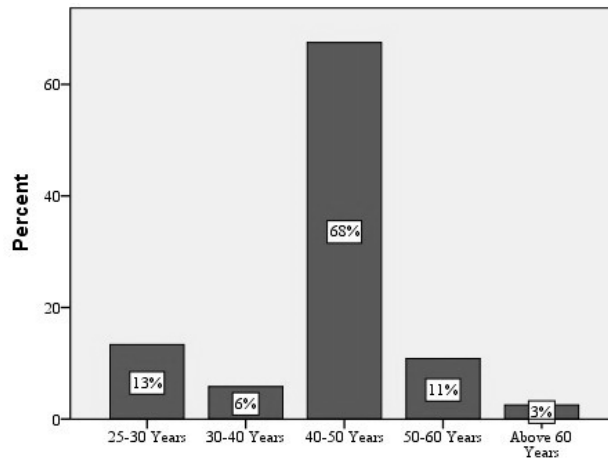


CHART 4.1.1: CHART REPRESENTING AGE OF THE RESPONDENTS

INTERPRETATION:

13% of the respondents are 25-30 years of age, 6% of them are 30-40 years old, 68% of them are 40-50 years old, 11% of them are 50-60 years old and rest 3% of them are above 60 years old

INFERENCE:

The majority of the respondents are 40-50 years old

TABLE4.1. 2: TABLE SHOWING EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

Educational Qualification	No. of Respondents	Percentage
Undergraduate	110	91.7
Post Graduate	3	2.5
10 th	2	1.7
12 th	3	2.5
Uneducated	2	1.7
Total	120	100.0

Source: Primary data.

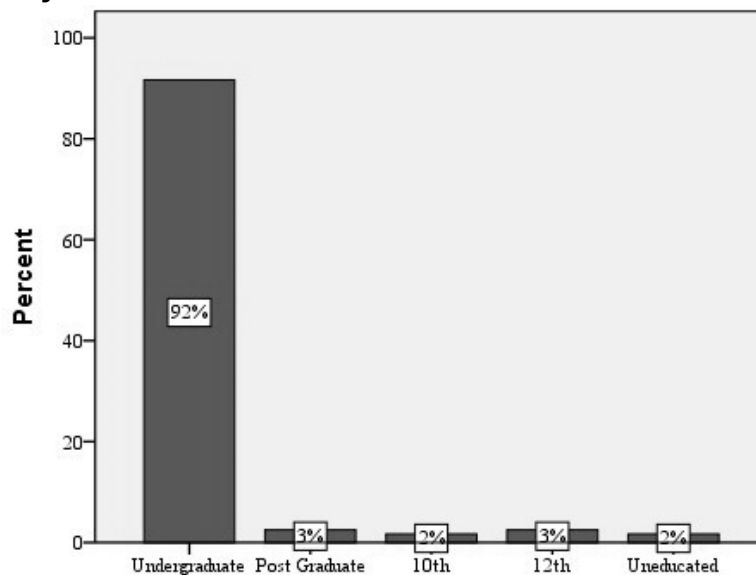


CHART4.1 2: CHART REPRESENTING EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

INTERPRETATION:

92% of the respondents are under graduates, 3% of them are post graduates, 2% of the respondents are 10th standard qualified, 3% of them are 12th standard qualified and rest 2% of them are uneducated

INFERENCE:

The majority of the respondents are under graduates

TABLE 4.1.3: TABLE SHOWING EXPERIENCE OF THE RESPONDENTS

Experience	No. of Respondents	Percentage
0-1 Years	31	25.8
3-5 Years	27	22.5
5-8 Years	51	42.5
More than 8 Years	11	9.2
Total	120	100.0

Source: Primary data.

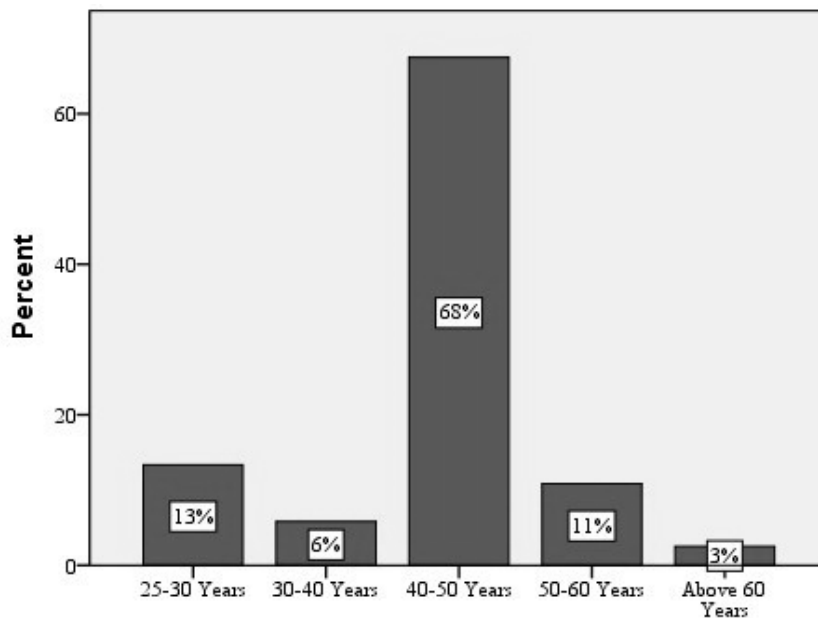


CHART 4.1.3: CHART REPRESENTING EXPERIENCE OF THE RESPONDENTS

INTERPRETATION:

26% of the respondents are having less than 1 year of experience, 23% of them are 3-5 years experienced, 43% of them are 5-8 years experienced and rest 9% of them are having more than 8 years of experience

INFERENCE:

The majority of the respondents are 5-8 years experienced.

TABLE 4.1.4: TABLE SHOWING GENDER OF THE RESPONDENTS

Gender	No. of Respondents	Percentage
Male	95	79.2
Female	25	20.8
Total	120	100.0

Source: Primary data

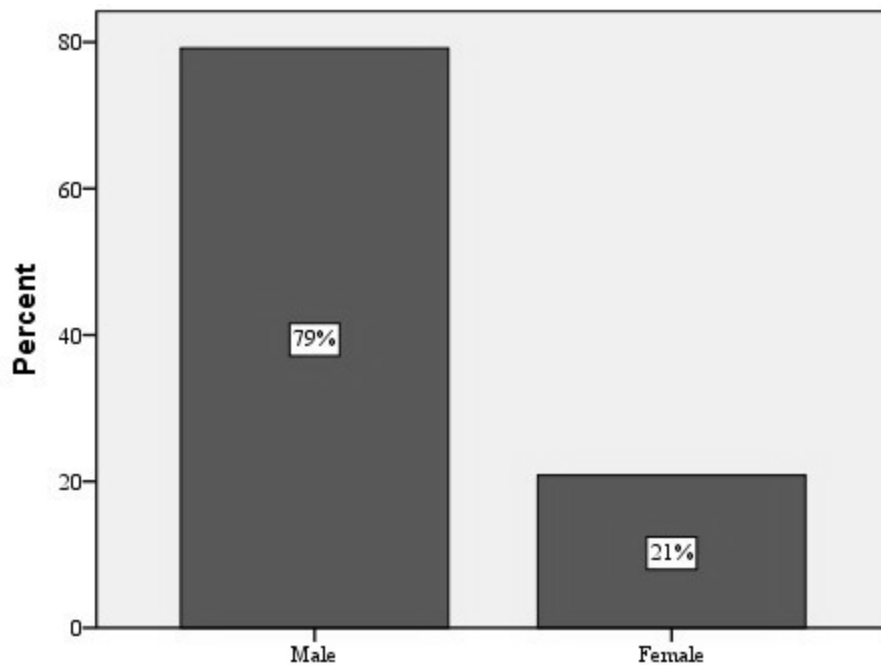


CHART 4.1.4:CHART REPRESENTING GENDER OF THE RESPONDENTS

INTERPRETATION:

79% of the respondents are male and rest 21% of them are female respondents

INFERENCE:

The majority of the respondents are male

TABLE 4.1. 5: TABLE SHOWING BALANCE BETWEEN WORK AND PERSONAL LIFE

Balance between work and personal life	No. of Respondents	Percentage
Highly satisfied	3	2.5
Satisfied	7	5.8
Neutral	101	84.2
Dissatisfied	5	4.2
Highly Dissatisfied	4	3.3
Total	120	100.0

Source: Primary data

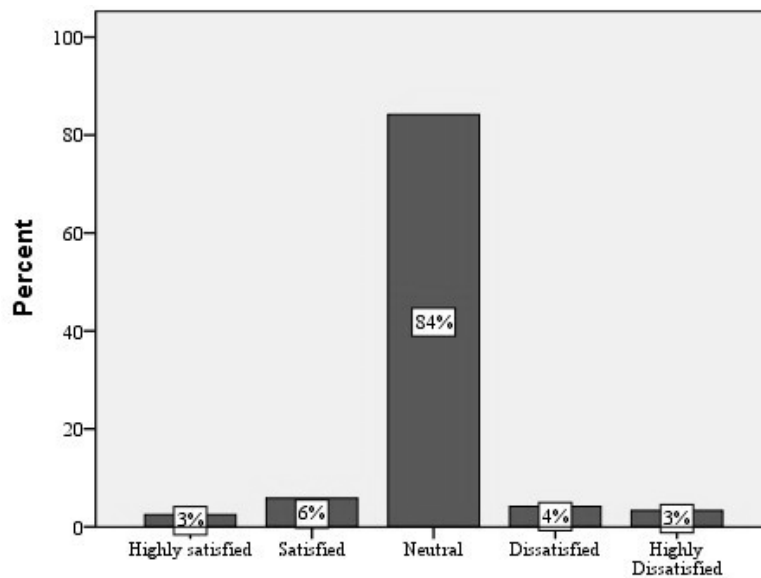


CHART 4.1. 5: CHART REPRESENTING BALANCE BETWEEN WORK AND PERSONAL LIFE

INTERPRETATION:

3% of the respondents are highly satisfied with ts, 6% of them are satisfied, 84% respondents neither satisfied nor dissatisfied, 4% respondents are said to be dissatisfied and rest 3% respondents are highly dissatisfied

INFERENCE:

The majority of the respondents are neutral so the work and personal life of the employee is balanced

TABLE4.1. 6: TABLE SHOWING SATISFACTION OF BOTH FAMILY AND PERSONAL RESPONSIBILITIES

Satisfaction of both family and personal responsibilities	No. of Respondents	Percentage
Highly satisfied	1	.8
Satisfied	1	.8
Neutral	84	70.0
Dissatisfied	22	18.3
Highly Dissatisfied	12	10.0
Total	120	100.0

Source: Primary data

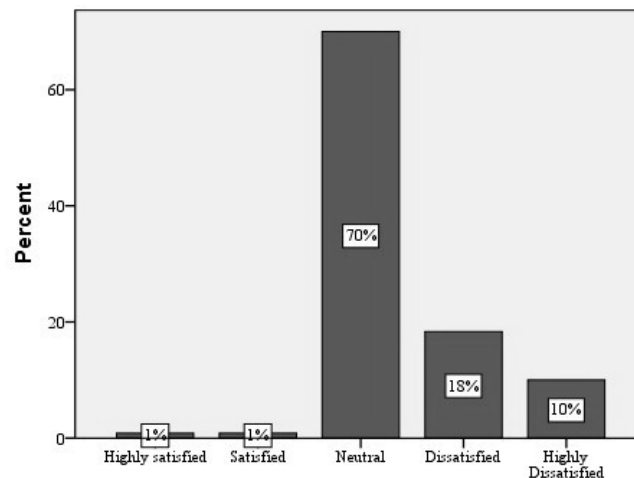


CHART4.1. 6: CHART REPRESENTING SATISFACTION OF BOTH FAMILY AND PERSONAL RESPONSIBILITIES

INTERPRETATION:

1% of the respondents are highly satisfied with the booking invoice number, 1% of them are satisfied, 70% respondents neither satisfied nor dissatisfied, 18% respondents are said to be dissatisfied and rest 10% respondents are highly dissatisfied

INFERENCE:

The majority of the respondents are neutral so the satisfaction of family and personal responsibilities are balanced

TABLE 4.1.7: TABLE SHOWING SATISFACTION TOWARDS THE PACE OF WORK

Satisfaction towards the pace of work	NO. OF RESPONDENTS	PERCENTAGE
Highly satisfied	13	10.8
Satisfied	36	30.0
Neutral	60	50.0
Dissatisfied	8	6.7
Highly Dissatisfied	3	2.5
Total	120	100.0

Source: Primary data

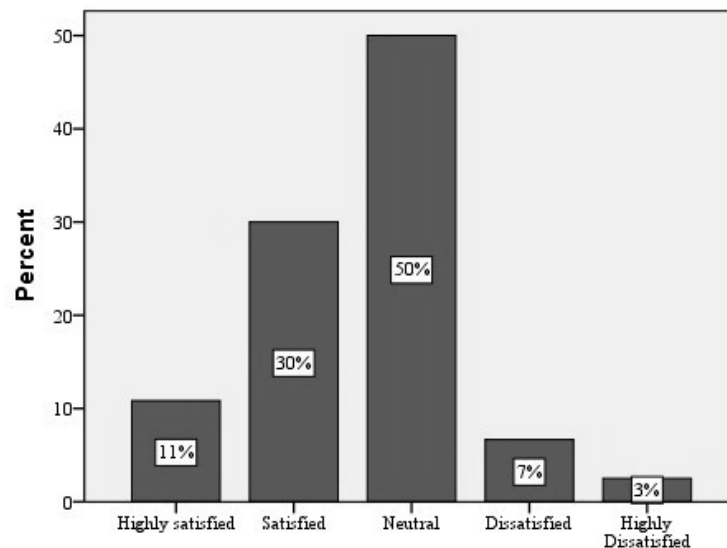


CHART4.1. 7:CHART REPRESENTING SATISFACTION TOWARDS THE PACE OF WORK

INTERPRETATION:

11% of the respondents are highly satisfied, 30% of them are satisfied, 50% respondents neither satisfied nor dissatisfied, 7% respondents are said to be dissatisfied and rest 3% respondents are highly dissatisfied

INFERENCE:

The majority of the respondents are neutral so the work pace in the organization is in average

TABLE 4.1.8: TABLE SHOWING SATISFACTION TOWARDS THE WORK TO ACCOMPLISH

Satisfaction towards the work to accomplish	No. of Respondents	Percentage
Highly satisfied	71	59.2
Satisfied	29	24.2
Neutral	7	5.8
Dissatisfied	9	7.5
Highly Dissatisfied	4	3.3
Total	120	100.0

Source: Primary data

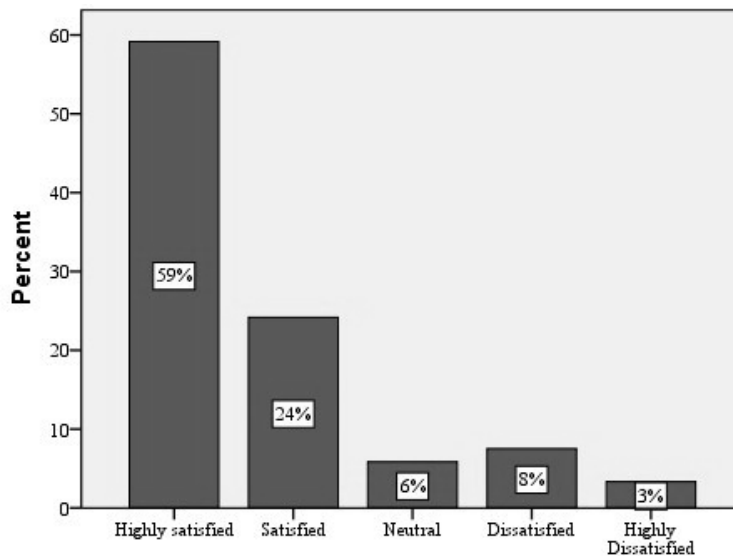


CHART 4.1.8: CHART REPRESENTING SATISFACTION TOWARDS THE WORK TO ACCOMPLISH

INTERPRETATION:

59% of the respondents are highly satisfied, 24% of them are satisfied, 6% respondents neither satisfied nor dissatisfied, 8% respondents are said to be dissatisfied and rest 3% respondents are highly dissatisfied

INFERENCE:

The majority of the respondents are highly satisfied so the employee receives a reasonable amount of work to accomplish in this organization

TABLE 4.1.9: TABLE SHOWING THE AMOUNT OF STRESS IN ONE'S LIFE

The amount of stress in one's life	No. of Respondents	Percentage
Highly satisfied	17	14.2
Satisfied	64	53.3
Neutral	29	24.2
Dissatisfied	7	5.8
Highly Dissatisfied	3	2.5
Total	120	100.0

Source: Primary data

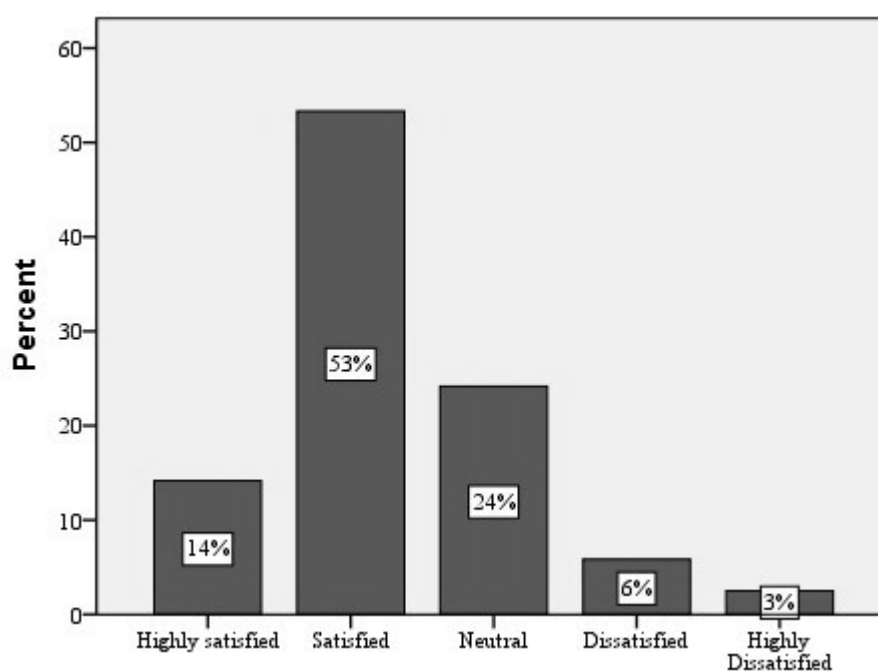


CHART 4.1. 9: CHART REPRESENTING THE AMOUNT OF STRESS IN ONE'S LIFE

INTERPRETATION:

14% of the respondents are highly satisfied 53% of them are satisfied, 24% respondents neither satisfied nor dissatisfied, 6% respondents are said to be dissatisfied and rest 3% respondents are highly dissatisfied

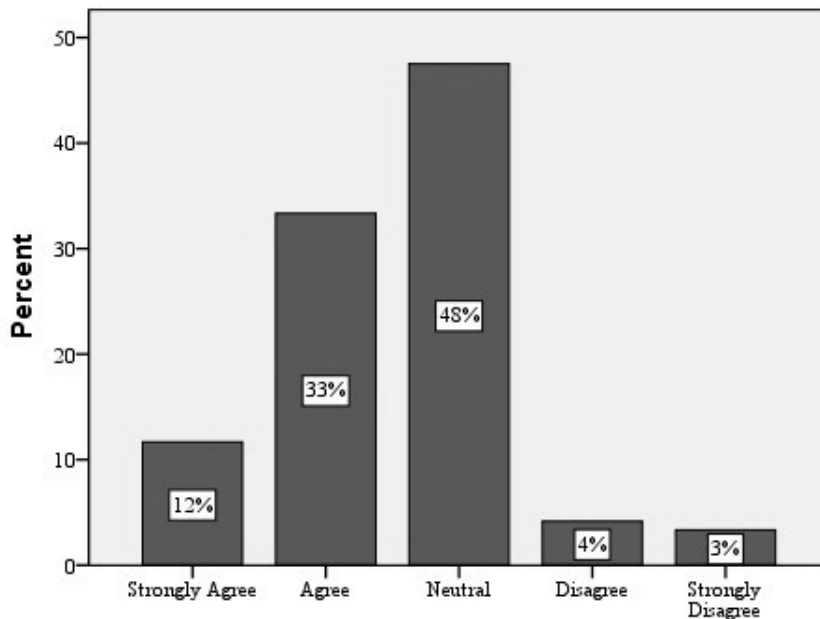
INFERENCE:

The majority of the respondents are satisfied that the organization does not mount unreasonable amount of stress in one's life in this organization

**TABLE 4.1.10: TABLE SHOWING ADEQUATE OPPORTUNITIES
FOR PROFESSIONAL GROWTH**

Adequate opportunities for professional growth	No. of Respondents	Percentage
Strongly Agree	14	11.7
Agree	40	33.3
Neutral	57	47.5
Disagree	5	4.2
Strongly Disagree	4	3.3
Total	120	100.0

Source: Primary data



**CHART 4.1.10: CHART REPRESENTING ADEQUATE OPPORTUNITIES FOR
PROFESSIONAL GROWTH**

INTERPRETATION:

12% of the respondents strongly agree , 33% of them agree with this, 48% of them neither agree nor disagree, 4% of them disagree and rest 3% of them strongly disagree with this

INFERENCE:

The majority of the respondents are neutral so there is balance in adequate opportunities for professional growth in this organization

TABLE 4.1.11:TABLE SHOWING APPROPRIATE TRAINING TO DO JOB EFFECTIVELY

appropriate training to do job effectively	No. of Respondents	Percentage
Strongly Agree	71	59.2
Agree	15	12.5
Neutral	14	11.7
Disagree	16	13.3
Strongly Disagree	4	3.3
Total	120	100.0

Source: Primary data

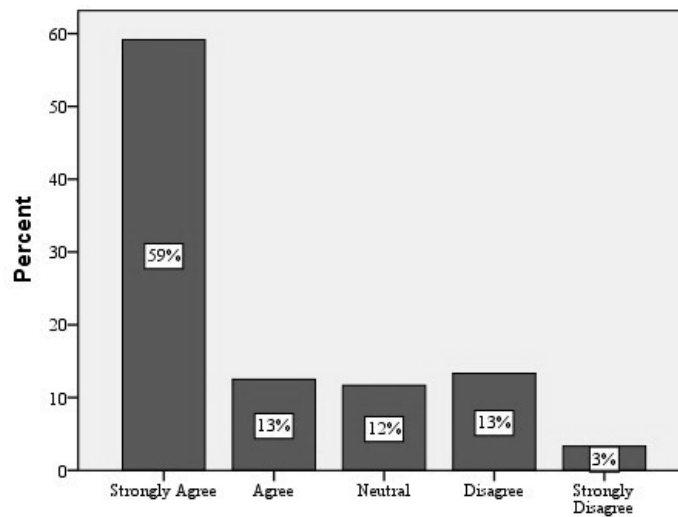


CHART 4.1.11: CHART REPRESENTING APPROPRIATE TRAINING TO DO JOB EFFECTIVELY

INTERPRETATION:

59% of the respondents strongly agree , 13% of them agree with this, 12% of them neither agree nor disagree, 13% of them disagree and rest 3% of them strongly disagree with this

INFERENCE:

The majority of the respondents are strongly agreed to that everyone undergoes training to do the job effectively

TABLE4.1.12:TABLE SHOWING TOP MANAGEMENT IS ACTIVELY INTERESTED IN THE MANAGER’S PROFESSIONAL DEVELOPMENT AND ADVANCEMENT

Top management is actively interested in the manager’s professional development and advancement	No. of Respondents	Percentage
Strongly Agree	41	34.2
Agree	41	34.2
Neutral	26	21.7
Disagree	11	9.2
Strongly Disagree	1	.8
Total	120	100.0

Source: Primary data

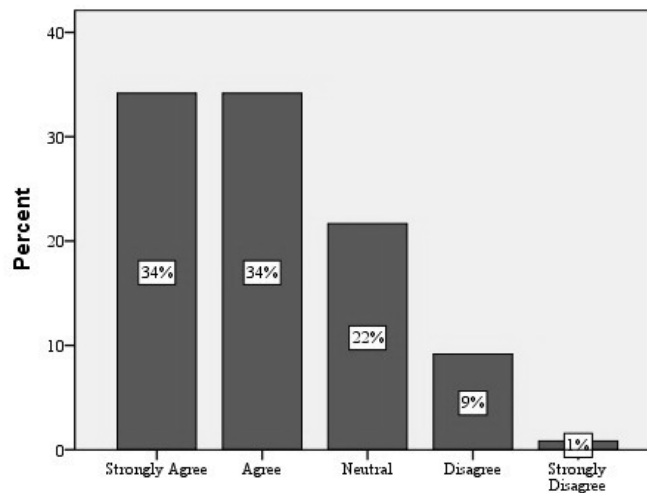


CHART4.1.12:CHART REPRESENTING TOP MANAGEMENT IS ACTIVELY INTERESTED IN THE MANAGER’S PROFESSIONAL DEVELOPMENT AND ADVANCEMENT

INTERPRETATION:

34% of the respondents strongly agree , 34% of them agree with this, 22% of them neither agree nor disagree, 9% of them disagree and rest 1% of them strongly disagree with this

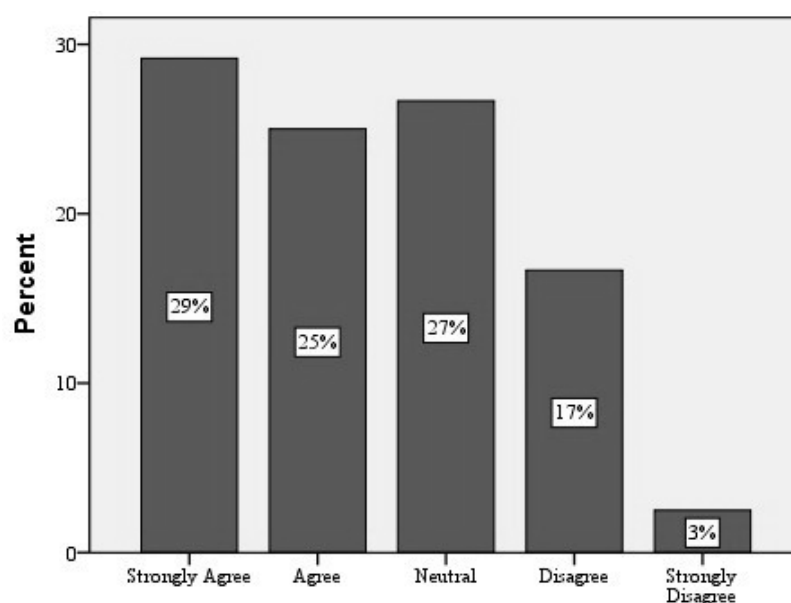
INFERENCE:

The majority of the respondents are strongly agreed and agreed to the top management is actively interested in the manager’s professional development and advancement

**TABLE 4.1.13: TABLE SHOWING ONE'S WORKING IS
CHALLENGING,STIMULATING AND REWARDING**

One's working is challenging,stimulating and rewarding	No. of Respondents	Percentage
Strongly Agree	35	29.2
Agree	30	25.0
Neutral	32	26.7
Disagree	20	16.7
Strongly Disagree	3	2.5
Total	120	100.0

Source: Primary data



**CHART 4.1.13:CHART REPRESENTING ONE'S WORKING IS
CHALLENGING,STIMULATING AND REWARDING**

INTERPRETATION:

29% of the respondents strongly agree, 25% of them agree with this, 27% of them neither agree nor disagree, 17% of them disagree and rest 3% of them strongly disagree with this

INFERENCE:

The majority of the respondents are strongly agreed to one's working is challenging,stimulating and rewarding

TABLE 4.1.14:TABLE SHOWING ONE IS ENCOURAGED TO LEARN FROM HIS/HER MISTAKES

One is encouraged to learn from his/her mistakes	No. of Respondents	Percentage
Strongly Agree	20	16.7
Agree	33	27.5
Neutral	58	48.3
Disagree	5	4.2
Strongly Disagree	4	3.3
Total	120	100.0

Source: Primary data

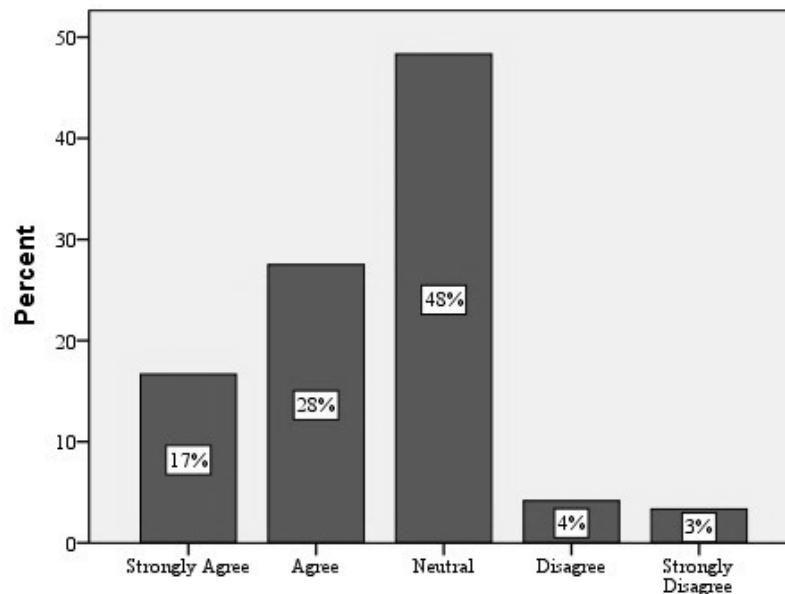


CHART 4.1.14:CHART REPRESENTING ONE IS ENCOURAGED TO LEARN FROM HIS/HER MISTAKES

INTERPRETATION:

17% of the respondents strongly agree, 28% of them agree with this, 48% of them neither agree nor disagree, 4% of them disagree and rest 3% of them strongly disagree with this

INFERENCE:

The majority of the respondents are neutral to one is encouraged to learn from his/her mistakes in this organization

TABLE 4.1.15: TABLE SHOWING PAY IS FAIR FOR THE WORK DONE BY EVERY EMPLOYEE

Pay is fair for the work done by every employee	No. of Respondents	Percentage
Highly satisfied	14	11.7
Satisfied	46	38.3
Neutral	50	41.7
Dissatisfied	6	5.0
Highly dissatisfied	4	3.3
Total	120	100.0

Source: Primary data

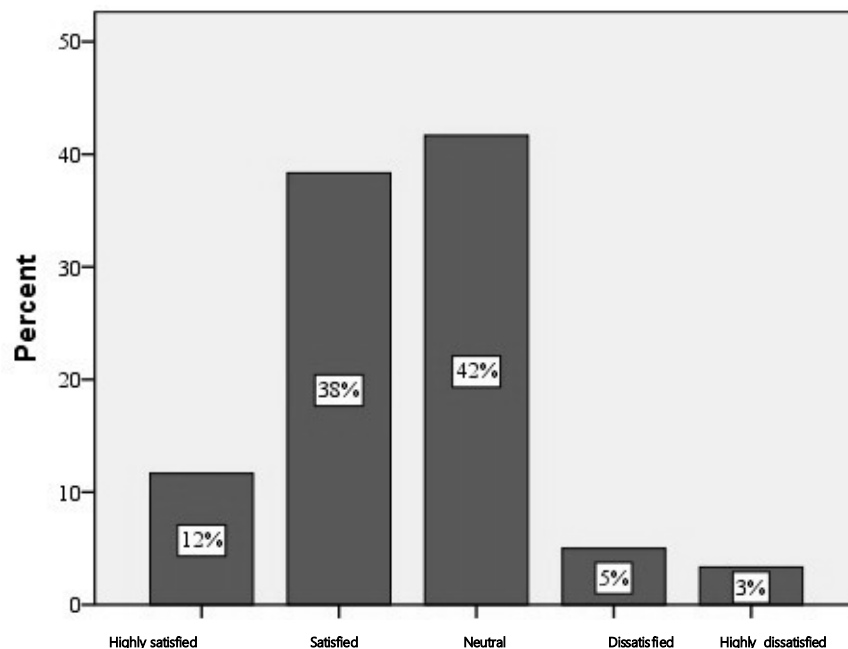


CHART 4.1.15: CHART REPRESENTING PAY IS FAIR FOR THE WORK DONE BY EVERY EMPLOYEE

INTERPRETATION:

12% of the respondents are highly satisfied, 38% of them said they are satisfied, 42% respondents said it is neutral, 5% of them said it as dissatisfied and rest 3% rated it as highly dissatisfied

INFERENCE:

The majority of the respondents are neutral pay for the work done by employee in this organization

TABLE 4.1.16: TABLE SHOWING THE SALARY IS COMPETITIVE WITH SIMILAR JOBS IN COMPETITIVE ORGANIZATIONS

The salary is competitive with similar jobs in competitive organizations	No. of Respondents	Percentage
Highly satisfied	14	11.7
Satisfied	39	32.5
Neutral	58	48.3
Dissatisfied	7	5.8
Highly dissatisfied	2	1.7
Total	120	100.0

Source: Primary data

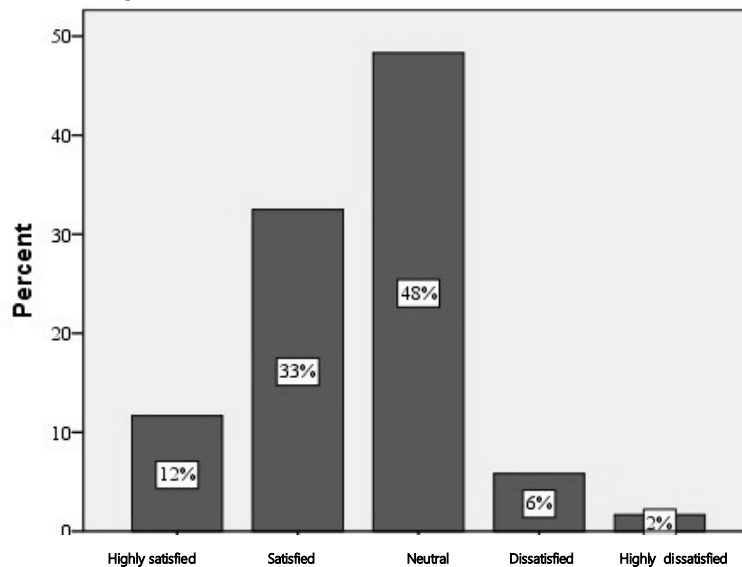


CHART 4.1.16: CHART REPRESENTING THE SALARY IS COMPETITIVE WITH SIMILAR JOBS IN COMPETITIVE ORGANIZATIONS

INTERPRETATION:

12% of the respondents are highly satisfied, 33% of them said they are satisfied, 48% respondents said it is neutral, 6% of them said it as dissatisfied and rest 2% rated it as highly dissatisfied

INFERENCE:

The majority of the respondents are neutral that the salary is competitive with similar jobs in competitive organization

TABLE 4.1.17: TABLE SHOWING EVERY EMPLOYEE IN THIS ORGANIZATION IS AWARE ABOUT THEIR BENEFIT

Every employee in this organization is aware about their benefit	No. of Respondents	Percentage
Highly satisfied	68	56.7
Satisfied	35	29.2
Neutral	15	12.5
Dissatisfied	1	.8
Highly dissatisfied	1	.8
Total	120	100.0

Source: Primary data

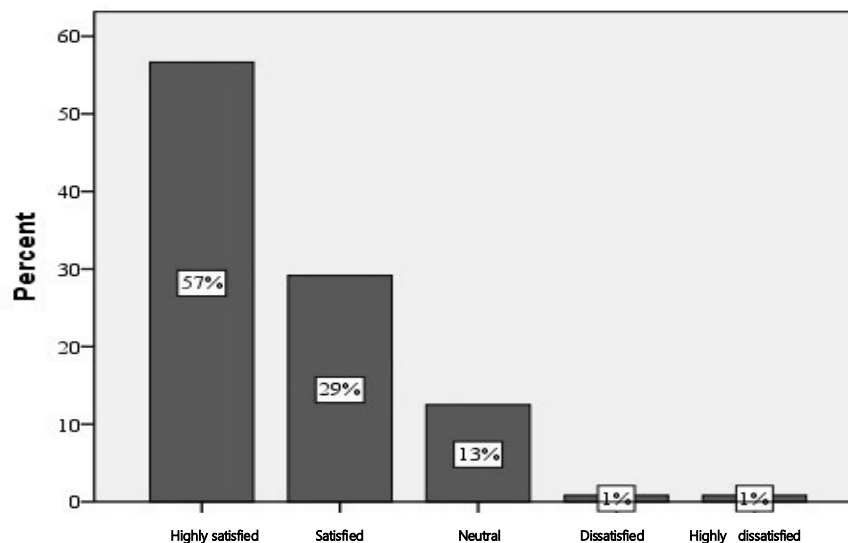


CHART4.1. 17: CHART REPRESENTING EVERY EMPLOYEE IN THIS ORGANIZATION IS AWARE ABOUT THEIR BENEFIT

INTERPRETATION:

57% of the respondents are highly satisfied, 29% of them said they are satisfied, 13% respondents said it is neutral, 1% of them said it as dissatisfied and rest 1% rated it as highly dissatisfied

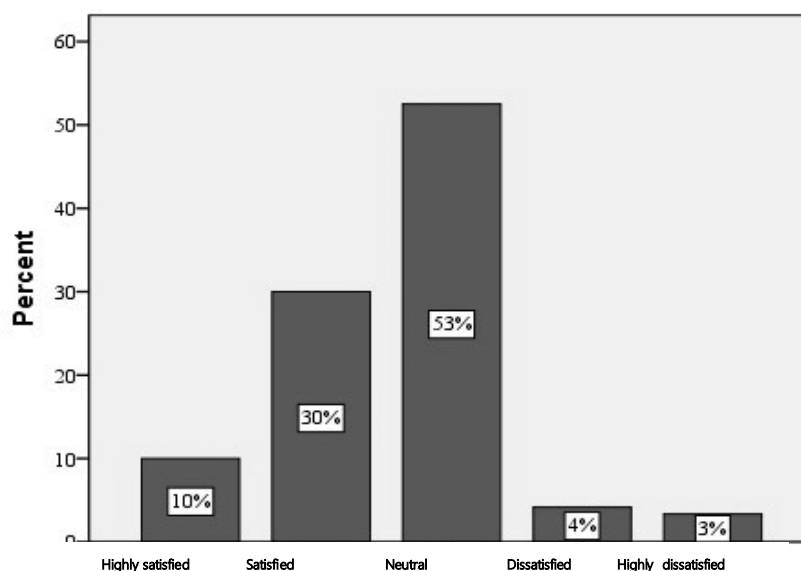
INFERENCE:

The majority of the respondents are highly satisfied to every employee in this organization is aware their benefit.

**TABLE 4.1.18: TABLE SHOWING THE STATUTORY AND NON STATUTORY
BENEFITS PROVIDED ARE NEED BASED**

The statutory and non statutory benefits provided are need based	No. of Respondents	Percentage
Highly satisfied	12	10.0
Satisfied	36	30.0
Neutral	63	52.5
Dissatisfied	5	4.2
Highly dissatisfied	4	3.3
Total	120	100.0

Source: Primary data



**CHART 4.1.18: CHART REPRESENTING THE STATUTORY AND NON STATUTORY
BENEFITS PROVIDED ARE NEED BASED**

INTERPRETATION:

10% of the respondents are highly satisfied, 30% of them said they are satisfied, 53% respondents said it is neutral, 4% of them said it as dissatisfied and rest 3% rated it as highly dissatisfied

INFERENCE:

The majority of the respondents are neutral that the statutory and non statutory benefits provided are need based

TABLE 4.1. 19: TABLE SHOWING THE COMPENSATION PAID TAKES CARE OF MY EXPENSES COMFORTABLY

compensation paid takes care of my expenses comfortably	No. of Respondents	Percentage
Highly satisfied	17	14.2
Satisfied	48	40.0
Neutral	45	37.5
Dissatisfied	6	5.0
Highly dissatisfied	4	3.3
Total	120	100.0

Source: Primary data

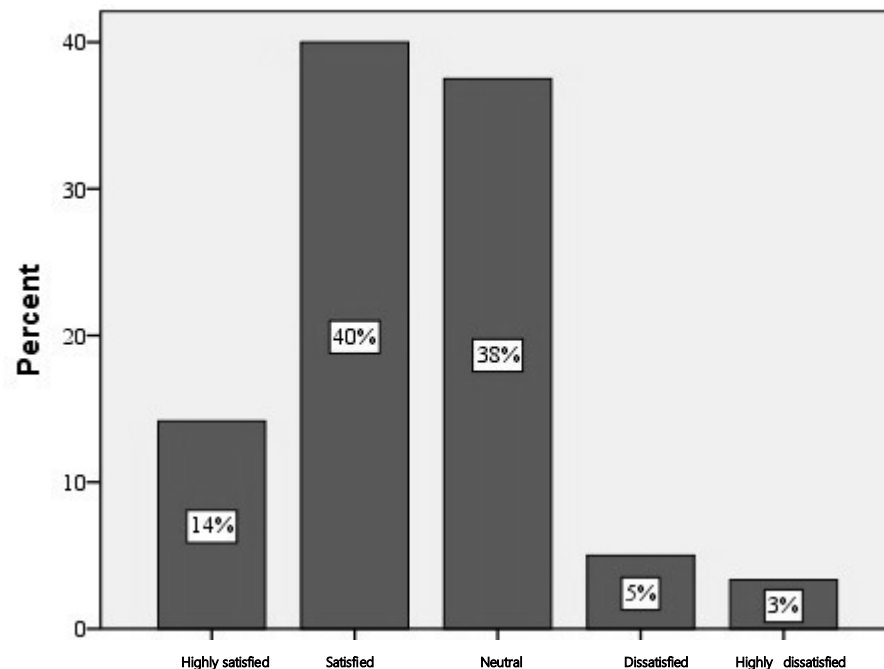


CHART 4.1.19: CHART REPRESENTING THE COMPENSATION PAID TAKES CARE OF MY EXPENSES COMFORTABLY

INTERPRETATION:

14% of the respondents are highly satisfied, 40% of them said they are satisfied, 38% respondents said it is neutral, 5% of them said it as dissatisfied and rest 3% rated it as highly dissatisfied

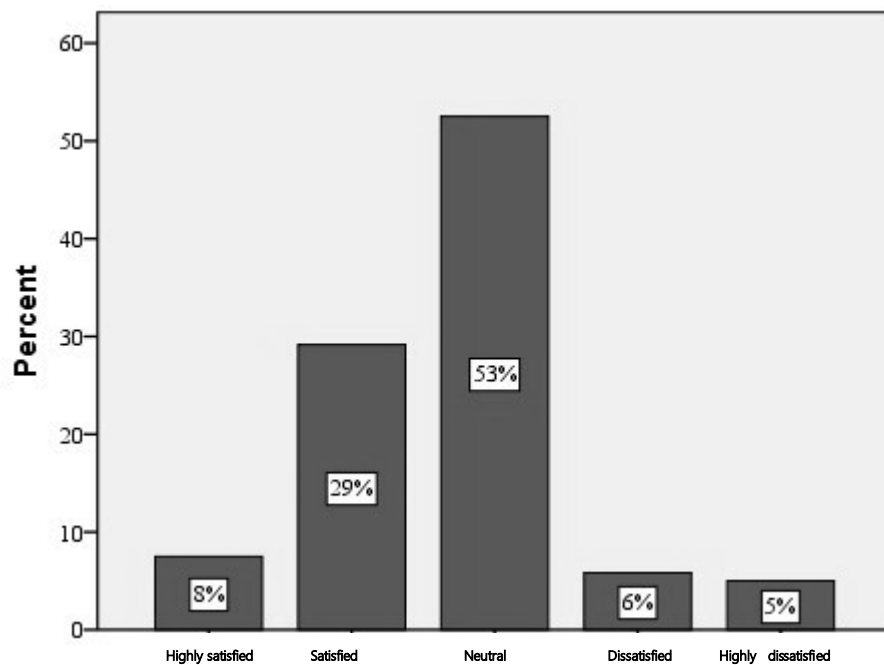
INFERENCE:

The majority of the respondents are satisfied the compensation paid takes care of my expenses comfortably

**TABLE 4.1.20:TABLE SHOWING TEAMWORK IS ENCOURAGED AND
PRACTICED IN THIS ORGANIZATION**

Costs of Operations	No. of Respondents	Percentage
Highly satisfied	9	7.5
Satisfied	35	29.2
Neutral	63	52.5
Dissatisfied	7	5.8
Highly dissatisfied	6	5.0
Total	120	100.0

Source: Primary data



**CHART 4.1.20:CHART REPRESENTING TEAMWORK IS ENCOURAGED AND
PRACTICED IN THIS ORGANIZATION**

INTERPRETATION:

8% of the respondents are highly satisfied, 29% of them said they are satisfied, 53% respondents said it is neutral, 6% of them said it as dissatisfied and rest 5% rated it as highly dissatisfied

INFERENCE:

The majority of the respondents are neutral that team work is encouraged and practised in this organization

TABLE 4.1.21: TABLE SHOWING CYCLE TIME REDUCTION IS A MERE CONSEQUENCE OF EFFECTIVE TEAM WORK IN THIS ORGANIZATION

Cycle time reduction is a mere consequence of effective team work	No. of Respondents	Percentage
Highly satisfied	11	9.2
Satisfied	39	32.5
Neutral	63	52.5
Dissatisfied	4	3.3
Highly dissatisfied	3	2.5
Total	120	100.0

Source: Primary data

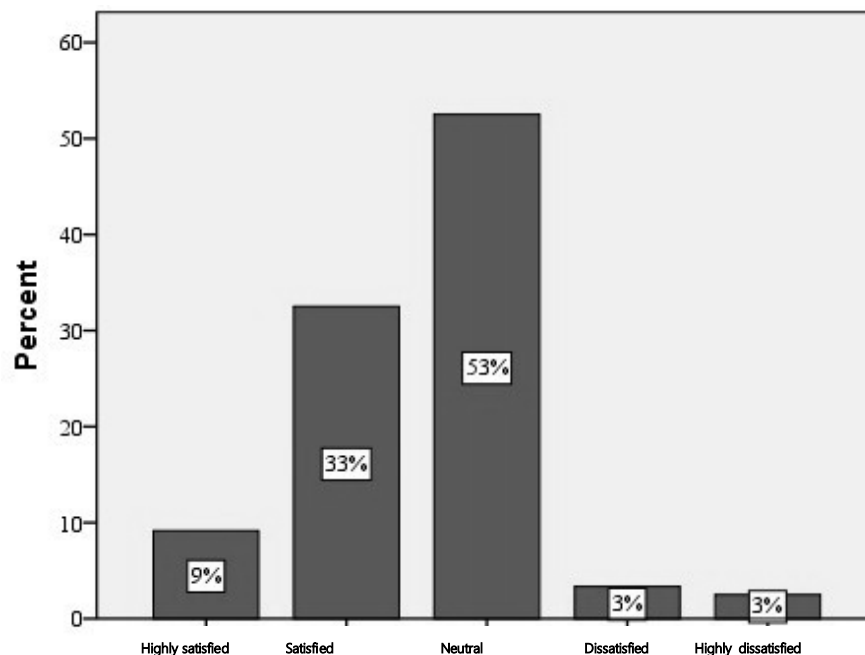


CHART4.1. 21: CHART REPRESENTING CYCLE TIME REDUCTION IS A MERE CONSEQUENCE OF EFFECTIVE TEAM WORK IN THIS ORGANIZATION

INTERPRETATION:

9% of the respondents are highly satisfied, 33% of them said they are satisfied, 53% respondents said it is neutral, 3% of them said it as dissatisfied and rest 3% rated it as highly dissatisfied

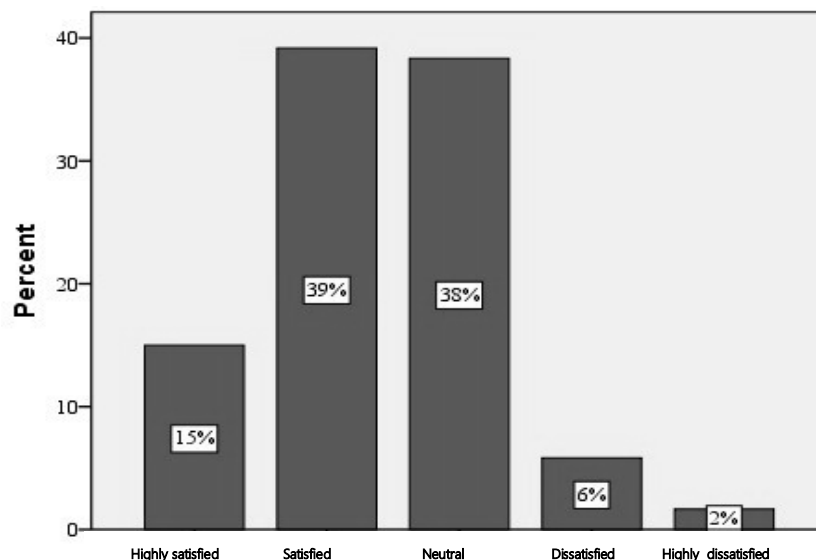
INFERENCE:

The majority of the respondents are neutral that cycle time reduction is a mere consequence of effective team work in this organization.

**TABLE 4.1.22: TABLE SHOWING SYNERGY IS STRONGLY REALIZED
AMONG THE CO WORKERS IN THIS ORGANIZATION**

Synergy is strongly realized among the co workers	No. of Respondents	Percentage
Highly satisfied	18	15.0
Satisfied	47	39.2
Neutral	46	38.3
Dissatisfied	7	5.8
Highly dissatisfied	2	1.7
Total	120	100.0

Source: Primary data



**CHART 4.1.22: CHART REPRESENTING SYNERGY IS STRONGLY REALIZED
AMONG THE CO WORKERS IN THIS ORGANIZATION**

INTERPRETATION:

15% of the respondents are highly satisfied, 39% of them said they are satisfied, 39% respondents said it is neutral, 6% of them said it as dissatisfied and rest 2% rated it as highly dissatisfied

INFERENCE:

The majority of the respondents are satisfied that the synergy is strongly realized among the co workers in this organization.

TABLE 4.1.23:TABLE SHOWING EMPLOYEE MORALE IS VERY HIGH DUE TO TEAM WORK

Employee morale is very high due to team work	No. of Respondents	Percentage
Highly satisfied	11	9.2
Satisfied	32	26.7
Neutral	67	55.8
Dissatisfied	6	5.0
Highly dissatisfied	4	3.3
Total	120	100.0

Source: Primary data

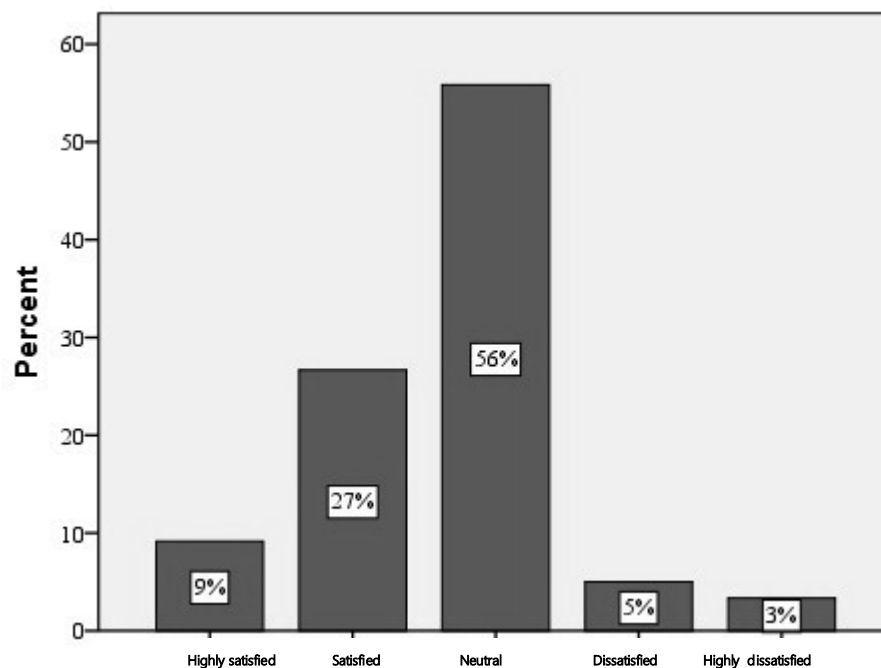


CHART4.1. 23: CHART REPRESENTING EMPLOYEE MORALE IS VERY HIGH DUE TO TEAM WORK

INTERPRETATION:

9% of the respondents are highly satisfied, 27% of them said they are satisfied, 56% respondents said it is neutral, 5% of them said it as dissatisfied and rest 3% rated it as highly dissatisfied

INFERENCE:

The majority of the respondents are neutral with employee morale is very high due to team work is good at the organization

TABLE 4.1.24:TABLE SHOWING PACE OF WORK IS HIGH DUE TO TEAM WORK

Pace of work is high due to team work	No. of Respondents	Percentage
Highly satisfied	21	17.5
Satisfied	42	35.0
Neutral	47	39.2
Dissatisfied	6	5.0
Highly dissatisfied	4	3.3
Total	120	100.0

Source: Primary data

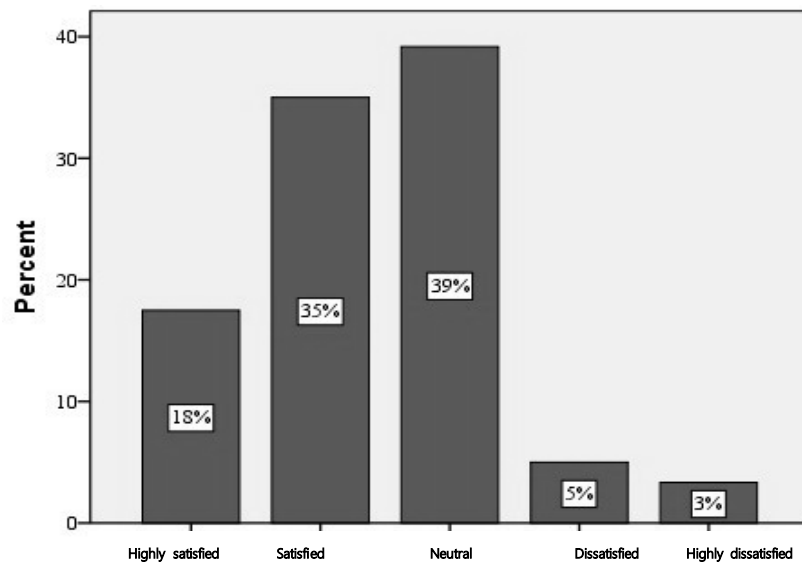


CHART 4.1.24: CHART REPRESENTING PACE OF WORK IS HIGH DUE TO TEAM WORK

INTERPRETATION:

18% of the respondents are highly satisfied, 35% of them said they are satisfied, 39% respondents said it is neutral, 5% of them said it as dissatisfied and rest 3% rated it as highly dissatisfied

INFERENCE:

The majority of the respondents are neutral with pace of work is high due to team work in this organization

4.2 CHI SQUARE

H₀ (Null hypothesis) = There is no significant relationship between age of the respondents and their opinion on one's work is challenging, stimulating and rewarding.

H₁ (Alternate hypothesis) = There is a significant relationship between age of the respondents and their opinion on one's work is challenging, stimulating and rewarding.

Table 4.2.1: Table showing the Cross tabulation age *one's work is challenging, stimulating and rewarding

AGE *ONE'S WORK IS CHALLENGING, STIMULATING AND REWARDING CROSS TABULATION								
			ONE'S WORK IS CHALLENGING, STIMULATING AND REWARDING					TOTAL
			STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	
Age	25-30 Years	count	6	0	1	9	0	16
		Expected Count	4.7	4.0	4.3	2.7	.4	16.0
	30-40 Years	Count	1	1	4	1	0	7
		Expected Count	2.0	1.8	1.9	1.2	.2	7.0
	40-50 Years	Count	23	24	24	8	2	81
		Expected Count	23.6	20.3	21.6	13.5	2.0	81.0
	50-60 Years	Count	4	4	3	1	1	13
		Expected Count	3.8	3.3	3.5	2.2	.3	13.0
	Above 60 Years	Count	1	1	0	1	0	3
		Expected Count	.9	.8	.8	.5	.1	3.0
Total		Count	35	30	32	20	3	120
		Expected Count	35.0	30.0	32.0	20.0	3.0	120.0

Table 4.2.2: TABLE SHOWING CHI SQUARE TEST

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	32.786 ^a	16	.008
Likelihood Ratio	32.960	16	.007
Linear-by-Linear Association	2.467	1	.116
N of Valid Cases	120		

a. 21 cells (84.0%) have expected count less than 5.
The minimum expected count is .08.

INTERPRETATION:

The results of the "**Pearson Chi-Square**" say that $\chi^2(16) = 32.786$, $p = 0.008$. This tells us that there is a statistically significant association between age of the respondents and their opinion on one's work is challenging, stimulating and rewarding

4.3 ANOVA

Hypothesis set between educational qualification of the respondents and their opinion on pay is fair for the work which is done by every employee

Null hypothesis:

H_0 = there is no statistically significant relationship between educational qualification of the respondents and pay is fair for the work which is done by every employee

Alternate hypothesis:

H_1 = there is a statistically significant relationship between educational qualification of the respondents and their pay is fair for the work which is done by every employee

Table 4.3.1: The table showing the Descriptive relationship between educational qualification of the respondents and their opinion on pay is fair for the work which is done by every employee

Descriptives								
Efficient								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Undergraduate	110	2.4636	.87448	.08338	2.2984	2.6289	1.00	5.00
Post Graduate	3	2.3333	.57735	.33333	.8991	3.7676	2.00	3.00

10 th	2	3.0000	.00000	.00000	3.0000	3.0000	3.00	3.00
12 th	3	2.3333	.57735	.33333	.8991	3.7676	2.00	3.00
Uneducated	2	4.5000	.70711	.50000	-1.8531	10.8531	4.00	5.00
Total	120	2.5000	.88877	.08113	2.3393	2.6607	1.00	5.00

Table 4.3.2: TABLE SHOWING ONE WAY ANOVA TEST

ANOVA					
Efficient					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.812	4	2.203	2.974	.022
Within Groups	85.188	115	.741		
Total	94.000	119			

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 0.022 ($p = .022$), which is more than 0.005, therefore, there is a statistically significant relationship between educational qualification of the respondents and their opinion on pay is fair for the work which is done by every employee

4.4 CORRELATION CO-EFFICIENT

A Pearson product-moment correlation was run to determine the relationship between experience of the respondents and their opinion on synergy is strongly realized among the co workers

Table 4.3.1: Table showing the Correlation between experience of the respondents and their opinion on synergy is strongly realized among the co workers

Correlations			
		Experience	Quick response
Experience	Pearson Correlation	1	.002
	Sig. (2-tailed)		.983
	N	120	120
Quick response	Pearson Correlation	.002	1
	Sig. (2-tailed)	.983	
	N	120	120

INTERPRETATION:

The data showed no violation of normality, linearity or homoscedasticity. There was a positive correlation between experience of the respondents and their opinion on synergy is strongly realized among the co workers, which was statistically significant ($r = 0.002$, $n = 120$, $p = 1$). The Pearson correlation coefficient, r , is 0.002 and that is statistically significant

CHAPTER 5

5.1 FINDINGS

- The majority of the respondents are 40-50 years old
- The majority of the respondents are under graduates
- The majority of the respondents are 5-8 years experienced
- The majority of the respondents are male
- The majority of the respondents are neutral so the work and personal life of the employee is balanced
- The majority of the respondents are neutral so the satisfaction of family and personal responsibilities are balanced
- The majority of the respondents are neutral so the work pace in the organization is in average
- The majority of the respondents are highly satisfied so the employee receives a reasonable amount of work to accomplish in this organization
- The majority of the respondents are satisfied that the organization does not mount unreasonable amount of stress in one's life in this organization
- The majority of the respondents are neutral so there is balance in adequate opportunities for professional growth in this organization
- The majority of the respondents are strongly agreed to that everyone undergoes training to do the job effectively
- The majority of the respondents are strongly agreed and agreed to the top management is actively interested in the manager's professional development and advancement
- The majority of the respondents are strongly agreed to one's working is challenging, stimulating and rewarding
- The majority of the respondents are neutral to one is encouraged to learn from his/her mistakes in this organization

- The majority of the respondents are neutral pay for the work done by employee in this organization
- The majority of the respondents are neutral that the salary is competitive with similar jobs in competitive organization
- The majority of the respondents are highly satisfied to every employee in this organization is aware their benefit.
- The majority of the respondents are neutral that the statutory and non statutory benefits provided are need based
The majority of the respondents are satisfied the compensation paid takes care of my expenses comfortably
- The majority of the respondents are neutral that team work is encouraged and practised in this organization
- The majority of the respondents are neutral that cycle time reduction is a mere consequence of effective team work in this organization.
- The majority of the respondents are satisfied that the synergy is strongly realized among the co workers in this organization.
- The majority of the respondents are neutral with employee morale is very high due to team work is good at the organization
- The majority of the respondents are neutral with pace of work is high due to team work in this organization

5.2 SUGGESTION

- Management has taken more steps to develop the senior manager and workers communication to be effectively.
- Management has take more efforts to encouraged to develop the skills motivate them to do the work more efficiently and effectively.
- Management has to get the opinion given more opportunity before they are taking decision regarding the changes made in the organization. It made the employees closer to the organization.
- The organization can reduce the conflict between the co-workers. By having good communication and influencing trust.
- The employees dissatisfied with training and development, stress relief

programs, cultural and sports and sports activities and grievance redressal system followed in the organization

5.3 CONCLUSION

Employee engagement is concerned with the emotional, cognitive and physical aspects of work and how these factors combine. The concept of employee engagement should not be considered just another fluffy HR initiative. However, fostering employee"s engagement is a long term process, as its success is inextricably linked to core aspects of the business such as, values, culture and managerial philosophy. To change core aspects of any business takes time effort and commitment from the employees as well as the senior management team. Employee engagement can be seen to have three elements, the cognitive, the physical and then emotional. Due to the fact that employee engagement is a multi- functional concept comprising three interacting elements, strengthens the argument that a manger cannot force an employee to be engaged. Employees need to be immersed in a working environment which will entice them to display the discretionary behaviour that organizations are seeking. An organization that wants to increase engagement levels will attempt to foster the factors which have a positive effect of engagement through every business activity they perform. organizations, as well as practitioner researchers, are attempting to develop a metric in order to input employee engagement as a figure on the balance sheet, however the problem arises as labour in many instances is seen as a cost rather than an asset to the organization. Managerial factor"s are the determining element in order to foster increased engagement levels; this is the area where Topaz need to focus their attention, as managers are on average more engaged than their subordinate counterparts.

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APPENDIX – I (Questionnaire)

1.Name:

2.Age:

- a) 25-30 Years
- b) 30-40 Years
- c) 40-50 Years
- d) 50-60 Years
- e) Above 60 Years

3.Educational qualification

- a) Under graduate
- b) Post graduate
- c) 10th
- d) 12th
- e) Uneducated

4.Experience

- a) 0-1 Years
- b) 3-5 Years
- c) 5-8 Years
- d) More than 8years

5.Gender

- a) Male
- b) Female

WORK LIFE BALANCE,STRESS AND WORK PACE

[5 – highly satisfied , 4 – Satisfied, 3 – Neutral, 2 - dissatisfied, 1 – Highly dissatisfied]

(5) (4) (3) (2) (1)

6.The environment in this organization supports a balance between work and personal life					
7.In this organization, everyone satisfies both their family and personal responsibilities					
8.The pace of work enables me to do a good job in this organization					
9.One receives a reasonable amount of work to accomplish in this organization					
10.Every job in this organization does not mount unreasonable amounts of stress in one's life					

OPPORTUNITY FOR GROWTH

[5 – Strongly agree, 4 – Agree, 3 – Neutral, 2 - disagree, 1 – Strongly disagree]

(5) (4) (3) (2) (1)

11.Everyone have adequate opportunities for professional growth in this organization					
12.Everyone undergoes appropriate training they need to do a job effectively					
13.The top management is actively interested in the manager's professional development					
14.One's work is challenging, stimulating and rewarding					
15.One is encouraged to learn from his/her mistakes					

COMPENSATION

[5 – highly satisfied , 4 – Satisfied, 3 – Neutral, 2 - dissatisfied, 1 – Highly dissatisfied]

(5) (4) (3) (2) (1)

16. Pay is fair for the work which is done by every employee					
17. The salary is competitive with similar jobs in competitive organizations					
18. Every employee in this organization is aware about their benefit plans					
19. Statutory and non statutory benefits provided, are need based					
20. The compensation paid takes care of my expenses comfortably					

TEAM WORK

[5 – highly satisfied , 4 – Satisfied, 3 – Neutral, 2 - dissatisfied, 1 – Highly dissatisfied]

(5) (4) (3) (2) (1)

21. Teamwork is encouraged and practiced in this organization					
22. Cycle time reduction is a mere consequence of effective team work in this organization					
23. Synergy is strongly realized among the coworkers in this organization					
24. Employee morale is very high due to team work					
25. Pace of work is high due to team work					

APPENDIX – II (Article)

A STUDY ON EMPLOYEE ENGAGEMENT AT SRI SIVASAKTHI AUTO ANCILLARIES MADRAS P LTD

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ABSTRACT

Employee Engagement is a concept gaining significant importance in the past 10 years. Organization today use engaged employees as a tool for strategic partner in the business. The concept of employee engagement has now gained even more importance, since many drivers have been identified, which impact employee performance and well-being at workplace. As companies across industries strive to survive and rise above the stiff competition, physical and mental well-being of employees will be one of the important aspects that HR managers need to tend focus on. Hence, employee engagement is today seen as a powerful source of competitive advantage in the turbulent times. The study explores the concept of employee engagement and also throws light on key drivers of employee engagement by analyzing specifically three drivers, namely communication, work life balance and leadership. This study will also analyze how these drivers impact the level of employee performance and well-being at workplace of the employees. The available literature on drivers of employee

engagement indicates that there is paucity of literature on these three drivers and their impact on employee engagement. Thus, we focused on these three specific and less researched drivers

Key Words:Employee engagement, organization, employee

INTRODUCTION

Employee engagement is the “extent to which an employee commits to something or someone in the organization 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 organizational members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances

REVIEW OF LITERATURE

According to Sirota (2005) “Morale is a direct consequence of being treated well by the company, and employees return the „gift“ of good treatment with higher productivity and work quality, lower turnover (which reduces recruiting and training costs), a decrease in workers shirking their duties, and a superior pool of job applicants. These gains translate directly into higher company profitability. Satisfied employees lead to satisfied customers, which results in higher sales. Satisfied customers and higher sales, in turn, result in more satisfied employees who can enjoy the sense of achievement and the material benefits that come from working for a successful company. It’s a „virtuous circle“ – the best of all worlds”.

Saks (2006) argues that employee engagement differs from organizational commitment (OC) on the grounds that OC represents a person’s attitude and connection concerning their organization, while on the other hand, engagement is more than an attitude, it is how psychologically, cognitively and behaviourally employed the individual is in their role, displayed by how attentive they are to their work and how absorbed the individual is in the performance of the role.

Employee engagement also differs from OCB, as engagement is concerned with the passion for one's role, while OCB is concerned with extra-role and voluntary behaviour.

May et al (2004) was the first empirical study to test Kahn's (1990) model. May et al (2004) establish that, in line with Kahn's (1990) study, meaningfulness, safety and availability is strongly positively correlated to engagement. Job enrichment (the development of increasing intrinsic job elements and down-grading attention of extrinsic factors, Kaplan, Tausky & Bolaria [1969]) and role fit to be positively correlated with meaningfulness; rewarding co-worker and encouraging supervisor relations were positively correlated with safety. Loyalty to worker norms and self-consciousness were negative predictors of safety. The amount of resources available to the individual were positively correlated with psychological availability, on the other hand participation in outside activities was negatively correlated with psychological availability. Meaningfulness was found to be the most influential psychological dimension in determining engagement levels among individuals in the workplace. From researching the literature, an alternative model of engagement has emerged from the „burnout“ literature. Job engagement is perceived as a positive anti-thesis of burnout, as according to Maslach et al (2001), individual burnout encompasses the attrition of engagement with one's job/role.

OBJECTIVES OF THE STUDY

1. To evaluate the effectiveness of the employee welfare activities.
2. To measure the employee perception of the team – HR
3. To assess the employee satisfaction towards the workplace.

RESEARCH METHODOLOGY

Research is a systematic study of a given problem. This study is based on the primary and secondary data. The primary data has been collected through questionnaire by using Convenience sampling technique on respondents. The secondary data had collected from published books,

journals and internet..

PERCENTAGE ANALYSIS

S. No	Particulars	No. of Respondents	Percentage
1.	Age of the respondents		
	25-30 Years	16	13.3
	31-40 Years	7	5.8
	41-50 Years	81	67.5
	51-60 Years	13	10.8
	Above 61 Years	3	2.5
	Total	120	100.0
2.	Educational qualification		
	Under graduate	110	91.7
	Post graduate	3	2.5
	10 th	2	1.7
	12 th	3	2.5
	Uneducated	2	1.7
	Total	120	100.0
3.	Experience		
	0-1 Years	31	25.8
	3-5 Years	27	22.5
	5-8 Years	51	42.5
	More than 8year	11	9.2
	Total	120	100.0
4.	Gender		
	Male	95	79.2
	Female	25	20.8
	Total	120	100.0

CHI – SQUARE TEST

The table showing the relationship between age *one's work is challenging,stimulating and rewarding

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	32.786 ^a	16	.008
Likelihood Ratio	32.960	16	.007
Linear-by-Linear Association	2.467	1	.116
N of Valid Cases	120		
a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .08.			

H₁ (Alternate hypothesis) = There is a significant relationship between age of the respondents and one's work is challenging,stimulating and rewarding

CORRELATION TEST

Table showing the Correlation between experience of the respondents and their opinion on synergy is strongly realized among the co workers

Correlations			
		Experience	Quick response
Experience	Pearson Correlation	1	.002
	Sig. (2-tailed)		.983
	N	120	120
Quick response	Pearson Correlation	.002	1
	Sig. (2-tailed)	.983	
	N	120	120

H₁ = There is a statistically significant relationship between educational qualification of the respondents and their opinion on synergy is strongly realized among the co workers

CONCLUSION

The concept of employee engagement should not be considered just another fluffy HR initiative. However, fostering employee's engagement is a long term process, as its success is inextricably linked to core aspects of the business such as, values, culture and managerial philosophy. To change core aspects of any business takes time effort and commitment from the employees as well as the senior management team. Employee engagement can be seen to have three elements, the cognitive, the physical and then emotional. Due to the fact that employee engagement is a multi- functional concept comprising three interacting elements, strengthens the argument that a manager cannot force an employee to be engaged. Employees need to be immersed in a working environment which will entice them to display the discretionary behaviour that organizations are seeking. An organization that wants to increase engagement levels will attempt to foster the factors which have a positive effect of engagement through every business activity they perform.

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