

A Study On Employee Engagement

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

**Hariram RK
39410061**



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 - 600 119**

April - 2021



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www.sathyabama.ac.in

SCHOOL OF BUSINESS ADMINISTRATION

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of Hariram RK (39410061) who have done the Project work entitled, “A Study On Employee Engagement” under my supervision from January 2021 to March 2021.

Dr Y Aysha Fathima
Internal Guide

External Guide (If Applicable)

Dr. BHUVANESWARI G.
Dean – School of Business Administration

Submitted for Viva voce Examination held on _____.

Internal Examiner
(Name in Capital Letters
with signature)

External Examiner
(Name in Capital Letters
with signature)

DECLARATION

I Hariram RK (39410061) hereby declare that the Project Report entitled, "A Study On Employee Engagement" done by me under the guidance of Dr. Y Aysha Fathima is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

SIGNATURE OF THE CANDIDATE

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ABSTRACT

Employee engagement refers to a condition where the employees are fully engrossed in their work and are emotionally attached to their organization. An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers his organization's interests. This study investigates how different variables like job characteristics, career development, work relationship, perceived supervisor support, organizational fit and engagement influence in engagement of an employee. The analytical tools used in this study are SPSS, the primary data is collected through a structured questionnaire. The secondary data is collected through journals and research papers. From the research we can understand given the proper work conditions and recognition for their work with their roles clearly defined, the employees are willing to be engaged in their work.

Key Words: Job Characteristics, Career Development, Work Relationship, Perceived Supervisor Support, Organizational fit and Engagement.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Most organizations today realize that a 'satisfied' employee is not necessarily the 'best' 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.

Engaged - "Engaged employees work with passion and they feel a profound connection to their company. They drive innovation and move the organization forward." Engaged employees are more likely to stay with the organization, perform 20 per cent better than their colleagues and act as advocates of the business. Engagement can enhance bottom-line profit and enable organizational agility and improved efficiency in driving change initiatives. Engaged individuals invest themselves fully in their work, with increased self-efficacy and a positive impact upon health and well-being, which in turn evokes increased employee support for the organization

Non- Engaged - "Non - Engaged employees are essentially 'checked out'; they are sleepwalking through their day, putting time – but not energy and passion- into their work." These employees who attend and participate at work but are timeserving and put no passion or energy into their work.

Disengaged – employees who are unhappy at work and who act out their Unhappiness at work. According to Meere (2005), these employees undermine the Work of their engaged colleagues on a daily basis.

1.1.1 SUPERVISOR IMPACT ON ENGAGEMENT

A supervisor's management style can have a crucial impact on employee engagement. As referenced in the Front Line module "Motivating and Engaging Employees," managers who fail to engage their employees by creating positive relationships can lead to an exodus of top talent. This means that the actions of an employee's direct supervisor can make or break an employee's level of engagement. If employees perceive that their manager is too controlling or micromanages their work, they are much more likely to disengage. But by fostering a style that is more participative and facilitative, supervisors empower their employees to "get on with the job" rather than bogging them down with too much direction. According to a 25-year study by the Gallup organization, the relationship with a manager largely determines the length of an employee's stay. In addition, roughly 50-70% of an employee's perception of their environment can be traced to the actions of one person: their leader. More than anyone else, the boss creates the conditions that determine people's ability to work well.

1.1.2 HOW TO INCREASE ENGAGEMENT

How do managers know who is engaged? The steps for improving engagement aren't complex, but they must be prioritized. By utilizing the following steps, engagement becomes a core function of the manager's role.

1. Put everyone in the right role: Get the right people on the bus and make sure they are in the right roles. This means that all talent acquisition and retention strategies have to be aligned with company goals.
2. Train them right: Providing the proper training and development will allow employees to engage with you, ask questions, offer ideas, and voice concerns.

3.Task meaningful work: Engaged employees do meaningful work and have a clear understanding of how they contribute to the company's mission, purpose, and strategic objectives.

1. Check in on employee development: Today's workforce craves regular feedback, which leads to faster course correction. Use both formal and informal check-in strategies and use them often.

2. Don't Micromanage: Employees can't be engaged if they don't have freedom in how to do their jobs. Leave the details up to your employees, and you'll end up with workers happy to put their own methods and ideas into action.

1.1.3 THE BOTTOM LINE

It is a common understanding that employees are a company's most important asset. But in reality, that is only true when the majority of the workforce is fully engaged in their work. If not, they are either adding minimal value or actively working against the organization.

1.1.4 ELEMENTS OF EMPLOYEE ENGAGEMENT

Four things are important when we talk about employee engagement; commitment, motivation, loyalty and trust. Their level determines the quality of engagement of an employee. Each one is briefly discussed in the coming paragraphs.

Commitment: Commitment means the degree to which individuals associate themselves with the job, the responsibilities and the organisational objectives. Engaged employees are those who are fascinated by their work and committed to face every challenge to attain their goals. They are dependable and highly productive and therefore, are accountable for what they do.

Motivation: Up till recently it was believed that the biggest motivation is achievement. The reverse is also true, which means achievement results in more motivation. If employees put in their 100 percent efforts to take their organisation to the next level, this attained status motivates them more than anything. Proper rewards and recognitions can further motivate them to achieve more and more for

their organisation. Motivation and achievement go hand in hand and act as the burning fuels for the success of any organisation.

Loyalty: Employees who are actively engaged in their work show more loyalty towards the organisation. The best part is that they need less focus and attention of managers to perform their task as they themselves feel accountable for their job responsibilities and results attained. However, it doesn't take much time for actively engaged employees to turn into disengaged employees if the organisation doesn't have a well established reward system. Recognition is a basic necessity of individuals to remain steered up towards their job.

Trust: High levels of employee engagement can be fostered only when trust prevails in the organisation from both the sides. As they share strong emotional bond with the organisation, the latter should also show trust in their abilities. Employees must be given autonomy to perform their tasks their way. They should not be restricted to a specific rules and regulations and therefore, should be motivated to experiment to perform their task in a different and innovative manner.

All these elements play a vital role in determining the fate of an organisation. Besides this, two-way communication to discuss challenges, potential consequences, vision and values and organisation's future should be established. In fact, communication is the backbone of any organisation without which it can't survive for long. Having an open conversation with employees can solve the problems that they are facing in executing their job.

Apart from this, organisational culture, a well established and duly followed reward system including compensation, benefits, stock exchange options and recognition and personal growth and satisfaction of employees are also important factors in improving the levels of employee engagement.

1.2 INDUSTRY PROFILE

1.2.1 INTRODUCTION

The global sourcing market in India continues to grow at a higher pace compared to the IT-BPM industry. India is the leading sourcing destination across the world, accounting for approximately 55% market share of the US\$ 200-250 billion global services sourcing business in 2019-20. Indian IT & BPM companies have set up over 1,000 global delivery centres in about 80 countries across the world.

India has become the digital capabilities hub of the world with around 75% of global digital talent present in the country.

1.2.2 MARKET SIZE

IT-BPM industry's revenue was estimated at around US\$ 191 billion in FY20, growing at 7.7% y-o-y. It is estimated to reach US\$ 350 billion by 2025. Moreover, revenue from the digital segment is expected to form 38% of the total industry revenue by 2025. Digital economy is estimated to reach Rs. 69,89,000 crore (US\$ 1 trillion) by 2025. The domestic revenue of the IT industry was estimated at US\$ 44 billion and export revenue was estimated at US\$ 147 billion in FY20.

Total number of employees grew to 1.02 million cumulatively for four Indian IT majors (including TCS, Infosys, Wipro, HCL Tech) as on December 31, 2019. Indian IT industry employed 205,000 new hires, up from the 185,000 jobs added in FY19 and had 884,000 digitally skilled talents in 2019.

1.2.3 INVESTMENTS/ DEVELOPMENTS

Indian IT's core competencies and strengths have attracted significant investment from major countries. The computer software and hardware sector in India attracted cumulative foreign direct investment (FDI) inflows worth US\$ 62.47 billion between April 2000 and September 2020. The sector ranked 2nd in FDI inflows as per the data released by Department for Promotion of Industry and Internal Trade (DPIIT).

Leading Indian IT firms like Infosys, Wipro, TCS and Tech Mahindra are diversifying their offerings and showcasing leading ideas in block chain and artificial intelligence

to clients using innovation hubs and research and development centres to create differentiated offerings.

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

- In December 2020, Tata Consultancy Services (TCS) has expanded its business operations in Austin, Texas, with the construction of a new facility. By 2022, TCS plans to hire an additional 130 new employees in Austin. Over the next seven years, TCS plans to invest more than US\$ 100 million in Austin.
- In December 2020, Tata Consultancy Services (TCS) has expanded its strategic partnership with Star Alliance (airline alliance) to provide predictive and real-time business analytics, improve customer experience and accelerate digital transformation.
- In December 2020, Infosys partnered with Rolls-Royce for aerospace engineering in India.
- In December 2020, Wipro collaborated with Verifone for a multi-year contract to drive agility across its (Verifone) cloud service offerings.
- In December 2020, Infosys Finacle, part of EdgeVerve Systems, (a subsidiary of Infosys), and RBL Bank, announced a collaboration to migrate the bank's on-premise deployment to a containerised ecosystem, which is managed by Kubernetes and has been certified by Cloud Native Computing Foundation (CNCF).
- In December 2020, Infosys launched Infosys Modernisation Suite to help organisations accelerate their cloud modernisation needs.

1.2.4 GOVERNMENT INITIATIVES

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

- In 2020, the government released “Simplified Other Service Provider” (OSP) guidelines to improve the ease of doing business in the IT Industry, Business Process Outsourcing (BPO) and IT-enabled Services.
- The Government has identified Information Technology as one of 12 champion service sectors for which an action plan is being developed. Also, the Government

has set up a Rs. 5,000 crore (US\$ 745.82 million) fund for realising the potential of these champion service sectors.

- As part of Union Budget 2018-19, NITI Aayog was to set up a national level programme to enable efforts in AI[^] and leverage AI[^] technology for developing the country.
- In the Interim Budget 2019-20, the Government announced plans to launch a national programme on AI^{*} and setting up of a National AI^{*} portal.
- National Policy on Software Products-2019 was passed by the Union Cabinet to develop India as a software product nation.

1.2.5 ROAD AHEAD

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

The top IT companies in India that offer job opportunities in this field are Tata Consultancy Services (TCS), Wipro Technologies, Cognizant, Yahoo!, Google, Tech Mahindra, Infosys Technologies, HP ,Capgemini, iGATE Patni, Accenture, L&T, EY, Convergys, Mphasis, Genpact, HCL Technologies and Godrej Infotech. Cities like Bangalore, Delhi, Noida, Gurgaon, Hyderabad, Chennai, Bombay and Cochin are some of the places which have developed into potential IT hubs of the country, thanks to the presence of these top IT companies. These are now key players which contribute to the growth of the Indian economy through telecommunication, software development, design, mobile commerce, e-commerce, BPO and knowledge process outsourcing (KPO)

1.3 NEED FOR STUDY

The results of this study will provide insight and information for I.T. professionals and researchers about Employee Engagement in the field of Human services. As the level of Employee Engagement was measured, Team leaders can develop and implement strategies that would actually improve Engagement in their organizations, thereby potentially increasing the overall effectiveness of the organization, and possibly decreasing level of burnout, absenteeism and attrition

1.4 SCOPE OF STUDY

In this research an attempt is made to carry out the study of Employee Engagement in IT industry and its causative factors and linkages, impact of demographic profile of the employees on Engagement, influence of organizational outputs on the Employee Engagement.

1.5 OBJECTIVES OF THE STUDY

1.5.1 PRIMARY OBJECTIVE

- To identify the factors affecting the level of employee engagement in the workplace

1.5.2 SECONDARY OBJECTIVE

- To assess the employee satisfaction towards the workplace
- To examine the impact of employee engagement on organizational effectiveness
- To identify the challenges on employee engagement
- To identify the influence of organizational inputs on the employee engagement

1.6 LIMITATIONS OF THE STUDY

The secondary data collected from the reliable and authenticated sources were sometimes not very specific and this leads to making fair assumptions by the researcher, which may not be 100% valid all the times. However, to overcome the limitations and maintain the effectiveness of research work sincere efforts were put into the study.

CHAPTER 2

REVIEW OF LITERATURE

James Harter (2000) states that this research reviews and explores relationships between managerial talent, employee engagement, and business-unit level performance. Findings from the research shows, the several data sets highlight two critical areas in the context of many external factors that, it is argued, can substantially improve the probability of business-unit level success.

Ferguson and Carstairs (2005) states that the concept of 'employee engagement' is rapidly gaining popularity and use in the workplace. Researchers struggle to catch up with its wave of popularity in the corporate world as employee engagement is also increasingly being examined in the literature. There is more interest and confusion in employee engagement. Despite this confusion in the literature, many companies and research firms see engagement as a powerful source of competitive advantage. This research attempts to clarify what is meant by employee engagement and to analyze the relationship between that construct and other constructs such as organizational commitment and job satisfaction.

Mehrzi and Sanjay Kumar (2006) states that the purpose of this paper is to provide a framework through which to understand predict and control factors affecting employee engagement in the public sector.

Alan Saks (2006) states that employee engagement has become a popular topic in recent years among consulting firms and business press. But employee engagement has been studied rarely in the academic literature and relatively little is known about its antecedents and consequences. This study has been made for the purpose of testing a model of antecedents and consequences of job and organization engagement based on social exchange theory.

Nancy and Eleannai (2008) states that the purpose of this study is to identify similarities and differences between the leadership practices of managing

entrepreneurs and professional CEOs and to investigate how these impact on their immediate subordinates' satisfaction, commitment, motivation, and effectiveness.

Macey, Schneider (2008) states that the meaning of employee engagement is ambiguous among both academic researchers and among practitioners who use it in conversations with clients. The research offers a series of propositions about (a) psychological state engagement; (b) behavioral engagement; and (c) trait engagement. The study concludes with thoughts about the measurement of the 3 facets of engagement and potential antecedents, especially measurement via employee surveys.

Robertson, Cary Cooper (2010) states this research aims to propose that employee engagement is more likely to be sustainable when employee well-being is also high.

Solomon Markos (2010) state that employee engagement is vast as it touches almost all facets of human resource management. If every part of human resource management is not addressed employees fails to fully engage themselves in their job in response to the kind of mismanagement. Earlier employee engagement is build on concepts like job satisfaction, employee commitment and organizational citizenship behavior. Employee engagement is broader in scope though they are related to these concepts. Employee engagement is the stronger predictor of positive organizational performance showing two way relationship between employer and employee compared to the three earlier constructs: Job satisfaction, Employee commitment and Organizational Citizenship behavior. The employees who are engaged in their work are emotionally attached to the organization and they do their job with more involvement and great enthusiasm for the success of their employer.

Bruce Louis Rich, Jeffrey Lepine Et al (2010) states that they theorize engagement, conceptualized as the investment of an individual's complete self into a role, provides a more comprehensive explanation of relationships with performance than do well-known concepts that reflect narrower aspects of the individual's self. Results of a

study shows that engagement mediates relationships between value congruence, perceived organizational support, and core self-evaluations, and two job performance dimensions: task performance and organizational citizenship behavior.

Padmakumar, Prabhakar (2011) states that employee engagement has become a popular topic among consulting firms and business press. In this study we investigate about the antecedents and consequences of employee engagement of Jordanian industry.

Arnold Bakker (2011) states that the employees who are engaged in their work are fully committed to their work role. They are the one who got the energy, dedication and they are immersed in their work activities. This research studies the overview of concept of work engagement and discusses the antecedents and consequences of engagement.

Arnold Bakker, Simon Albrecht Et al (2011) states that the article discusses the concept of work engagement and the research is summarized on its most important antecedents. 10 key questions is formulated to shape a research agenda for engagement. In addition to conceptual work and measurement of enduring work engagement, the importance of state work engagement is also discussed. They further argue that social context is crucial and it may set a stage for climate for engagement with an important role for the management. Engaged employees use the job crafting process to conserve their own engagement. The article closes with a discussion of organizational interventions to increase work engagement, after discussing the possible dark sides of engagement and the relationship between engagement and health.

Vijaya Mani (2011) states that employee engagement has the potential to affect employee retention, productivity and loyalty. The study attempts to investigate the level of Employee Engagement and its predictors among the Executive level employees.

Sundaray (2011) states that employee engagement has emerged as a popular organizational concept in recent years. It is the level of commitment and involvement of an employee towards the organization and its values. An engaged employee knows about the business context. An engaged employee also works with his colleagues to improve performance within the job for the benefit of the organization. Employee engagement develops positive attitude among the employees towards the organization. This research focuses on various factors which lead to employee engagement and what should company do to make the employees engaged.

Malavika Desai, Bishakha Majumdar Et al (2011) states that employee engagement is the level of commitment and involvement an employee has towards his organization and its values. Employee engagement has a direct impact on employee's productivity. This paper aims at finding the employee engagement across manufacturing organizations and IT organizations and compares the underlying reasons indicating high or low employee engagement.

Andrew, Sofian (2012) states that employee engagement is emerging as a critical organizational issue especially as businesses are recovering from the trauma of the global recession. Employee engagement had received a greater recognition among consulting firms as it has been an area of interest among many researchers. This study was conducted with the purpose ascertaining the uncertainty about the influence of individual factors of employee engagement on work outcomes using the measures of employee engagement as the mediating variables and the social exchange theory as the theoretical underpinning.

Madhura Bedakar, Deepika Pandita (2013) states that employee engagement is the concept gaining significance in the past 10 years. Today organization use engaged employees as a tool for partnering in their business. Now employee engagement has gained even more importance as many drivers have been identified which impact employee performance and well being at workplace. The study explore the concept of

employee engagement by analyzing key drivers namely communication, work life balance and leadership. The study will also analyze how these drivers impact the level of employee performance and well being at work places

Harminder Kaur, Isha Jain (2013) states that employee engagement refers to employee's involvement in work and his commitment to the vision, mission and goals of the organization. The current research proposes to identify the determinants and outcomes of employee engagement in Information Technology sector. On the basis of secondary research, five determinants - job role, organizational support, rewards & recognition, training & development and leadership & planning, and three outcomes - organizational commitment, organizational citizenship behavior and employee satisfaction have been taken as variables of employee engagement in the study.

Sonal Pandey, Shine David (2013) states that employee engagement refers to a condition in which the employees are fully engrossed in their work and emotionally attached to their organization. An engaged employee is enthusiastic about his work and will act in a way that furthers his organization interest, this study is about what job characteristics lead to high employee engagement.

Dharmendra Mehta, Naveen Mehta (2013) states that motivated and engaged employees tend to contribute more in terms of organizational productivity and they support in maintaining a higher commitment level leading to the higher customer satisfaction. The revenue, corporate goodwill, brand image are at stake when employee engagement permeates across the employee-customer boundary. This research makes an attempt to study the different dimensions of employee engagement with the help of review of literature. This can be used to provide an overview and references on some of the conceptual and practical work undertaken in the area of the employee engagement practices.

Ruswahida Ibnu Ruslan and Aminul Islam (2014) states that there have been a great deal of interest on research in employee engagement over the years and it has

become a popular term. But there is no one universally acceptable definition for employee engagement until now. Despite the current interest in the topic among academicians and practitioners all over the world this research tries to revisit the gaps that exist in the conceptual definition of employee engagement.

Lailah Imandin, Christo Bisschoff Et al (2014) states the objective of this research is to develop a model to measure employee engagement. Firstly we develop a theoretical model by identifying employee engagement constructs from the literature. Secondly, identifying measuring criteria of these constructs from the literature, and thirdly, to validate the theoretical model to measure employee engagement.

Jabeen, Lalitha Balakrishnan (2014) states that employee engagement is a complex concept, with many issues influencing engagement levels. Highly engaged employees display high levels of performance, creativity, job satisfaction and loyalty. Employee engagement is viewed as the edifice on which job design, job flow and job enrichment are built.

Ambar Khalid, Saba Khalid (2015) states the relationship between organizational commitment, career satisfaction and employee engagement. The purpose of the study is to create awareness among employees about career satisfaction and employee engagement by analyzing how it is related to organizational commitment.

Ng Kim-Soon (2015) states that there is a deepening disengagement among employees. Engaged employee with full workforce can make differences of survival or success of business organization during economic downturn. The construct and dimensions to measure employee engagement are unclear. In other words, researchers and reviewers do not use the same components and dimensions to describe employee engagement. The research aims to determine the components and dimensions of employee engagement, and investigate its effect on job satisfaction.

Gantasala Prabhakar, Swetha Reddy (2016) states that it was aimed at assessing the employee engagement levels at IT industry in India, factors contribute to employee engagement and means to improve employee engagement levels in industry being researched. The research also identifies the impact of demographic factors in employee engagement.

Ashita Chadha, Ritu Sharma (2016) states that the focus is largely on the role that employees perform in bringing a competitive advantage. Lot of impetus has placed on increasing productivity of employees by engaging them. The research suggests that the financial bottom-line of organizations benefit immensely as a consequence of engaged employees. This empirical paper focuses on various dimensions that effect employee engagement of professionals in IT companies

Manjunath, Chandni (2018) states that IT industry in India is confronting with a multitude of challenges ranging from talent crunch & its effective management, growing insecurity among employees & the apprehensions raised by automation.. Employees want to know what drives the company they are working for, what its long term goals are and how they will be involved in achieving these objectives. This study throws light into the various challenges that come on the way of effective engagement mechanisms in the IT sector & also provides a brief overview of the engagement trends in vogue. The study also suggests a model that can be used for engaging employees in a more effective way in organizations by satisfying both the career aspirations of employees as well as the organizational goals.

Chanchai Bunchapattanasakda (2019) states that employee engagement is an important issue in management theory and practice. There is still no authoritative standard when it comes to major differences in the concept, theory, influencing factors and outcomes of employee engagement. The purpose of this paper is to review and summarize the research results of previous papers on employee engagement.

Rayton (2012) states the role of work engagement in the relationship between employee affect and subsequent supervisor-rated job performance and self-reported intention to quit using a cross-lagged survey design. The structural model of the research places affect as an antecedent rather than an outcome of engagement.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

A research design is considered as the framework or plan for a study that guides as well as helps the data collection and analysis of data.

3.1.1 DESCRIPTIVE RESEARCH

Descriptive research was adopted for this study. The reason for choosing the descriptive research was that it helps in generalization to a greater extent. Descriptive research is a study designed to depict the participants in an accurate way.

More simply put, descriptive research is all about describing people who take part in the study.

3.2 SAMPLING TECHNIQUE

3.2.1 CONVENIENCE SAMPLING METHOD

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

3.3 SOURCES OF DATA

3.3.1 PRIMARY DATA

Primary data is collected through a well framed and structured questionnaire to elicit the well-considered opinions of the respondents.

3.3.2 SECONDARY DATA

Secondary data refers to data that was collected by someone other than the user. Common sources of secondary data for Journal, Books, Websites, organizational records and data that was originally collected for other research purposes

3.4 STRUCTURE OF QUESTIONNAIRE

There are two broad types of questions open ended or open questions, and closed ended or closed questions. Open questions enable respondents to answer as they wish. Closed questions provide respondents with a list of options from which they choose.

3.5 SAMPLE SIZE

The sampling method used in this research is convenient sampling technique. The sample size is 120.

3.6 PERIOD OF STUDY

The period of study is from January 2021 to March 2021 which is a three months of study.

3.7 ANALYTICAL TOOLS

3.7.1 Software Used

SPSS software was used to analyze data. SPSS is a widely used program for statistical analysis in social science It is also used by market researchers, health researchers, survey companies, government, education researchers, marketing organizations, data miners, and others. The original SPSS manual (Nie, Bent & Hull, 1970) has been described as one of "sociology's most influential books" for allowing ordinary researchers to do their own statistical analysis. In addition to statistical analysis, data management (case selection, file reshaping, creating derived data) and data documentation (a metadata dictionary is stored in the data file) are features .of the base software. IBM SPSS was employed to analyze data from the survey.

3.7.2 TESTS USED

PERCENTAGE ANALYSIS

Simple Percentage Analysis refers to a special kind of rates, percentage are used in making comparison between two or more series of data. A percentage is used to determine relationship between the series.

Percentage = $\frac{\text{No of respondents}}{200} \times 100$

ONE WAY ANOVA

Analysis of variance, or ANOVA, is a statistical method that separates observed variance data into different components to use for additional tests. A oneway ANOVA is used for three or more groups of data, to gain information about the relationship between the dependent and independent variables.

The ANOVA test allows a comparison of more than two groups at the same time to determine whether a relationship exists between them. The result of the ANOVA formula, the F statistic (also called the F-ratio), allows for the analysis of multiple groups of data to determine the variability between samples and within samples.

The hypotheses of interest in an ANOVA are as follows:

H0: $\mu_1 = \mu_2 = \mu_3 \dots = \mu_k$

H1: Means are not all equal.

CORRELATION ANALYSIS

Correlation analysis is a statistical method used to evaluate the strength of relationship between two quantitative variables. A high correlation means that two or more variables have a strong relationship with each other, while a weak correlation means that the variables are hardly related. In other words, it is the process of studying the strength of that relationship with available statistical data.

Sample correlation coefficient, more specifically the Pearson Product Moment correlation coefficient. The sample correlation coefficient, denoted r , ranges between -1 and +1 and quantifies the direction and strength of the linear association between the two variables. The correlation between two variables can be positive (i.e., higher levels of one variable are associated with higher levels of the other) or negative (i.e., higher levels of one variable are associated with lower levels of the other).

The sign of the correlation coefficient indicates the direction of the association. The magnitude of the correlation coefficient indicates the strength of the association.

CHI-SQUARE ANALYSIS

A chi-square test for independence compares two variables in a contingency table to see if they are related. In a more general sense, it tests to see whether distributions of categorical variables differ from each another.

3.7.3 RESEARCH HYPOTHESIS

Hypothesis 1: H_1 is accepted and there is a significant difference in employee engagement among different age groups.

Hypothesis 2: H_1 is accepted and there is a significant difference in employee engagement among different income group.

Hypothesis 3: H_0 is accepted and there is no significant relationship between career development and work relationship.

Hypothesis 4: H_1 is accepted and there is significant association between work challenge and age.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

Table 4.1 Age of the respondents

Particulars	No of Respondents	Percentage of Respondents
20-25 years	74	61.7
26-30 year	20	16.7
31-35 years	12	10
36-40 years	7	5.8
Above 40 years	7	5.8
Total	120	100

Source: Primary Data

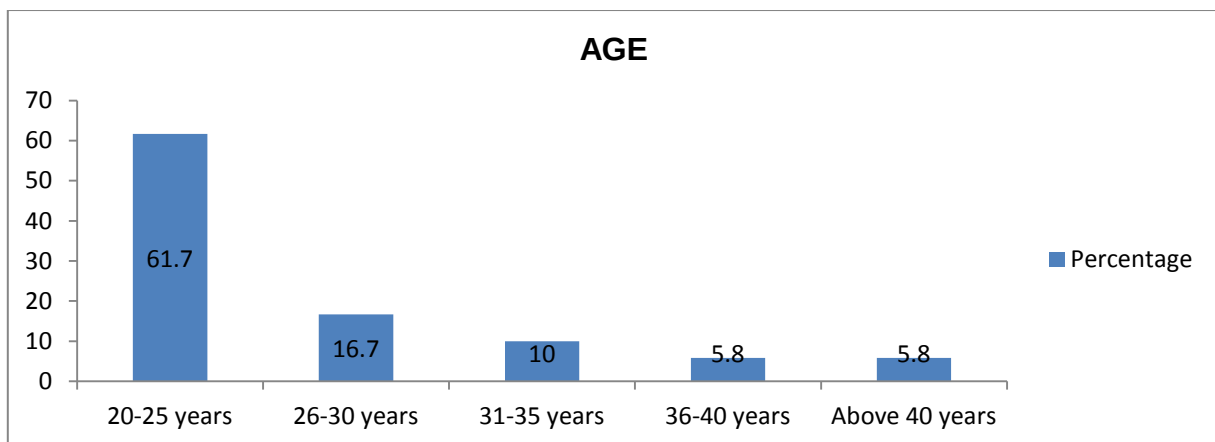


Chart 4.1 Age of the respondents

Interpretation

61.7% are in the age group of 18-25 years, 16.7% are in the age group of 26-30 years, 10% are in the age group of 31-35 years and 5.8% are in the age group of 36-40 years and above 40 years respectively.

Table 4.2 Gender of the respondents

Particulars	No of respondents	Percentage of respondents
Male	72	60
Female	48	40
Total	120	100

Source: Primary Data

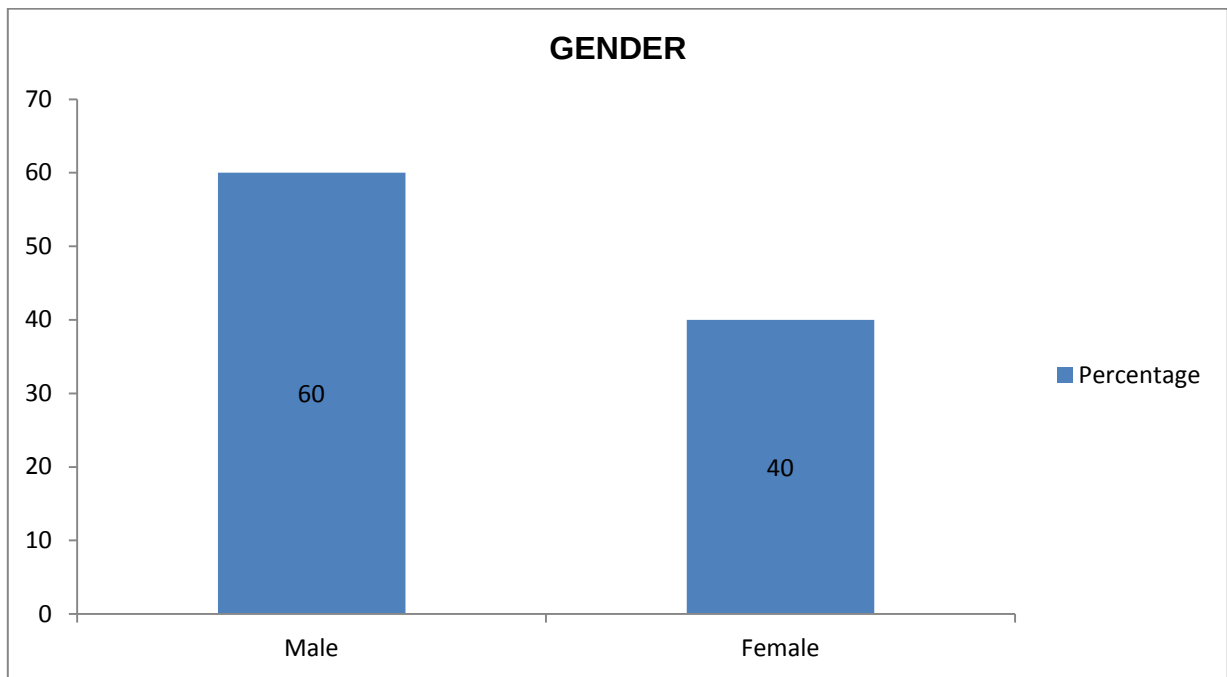


Chart 4.2 Gender of the respondents

Interpretation

60% of the respondents are male and 40% of the respondents are female.

Table 4.3 Experience of the respondents

Particulars	No of respondents	Percentage of respondents
0-5 years	78	65
6-10 years	26	21.7
11-15 years	10	8.3
16-20 years	2	1.7
Above 20 years	4	3.3
Total	120	100

Source: Primary Data

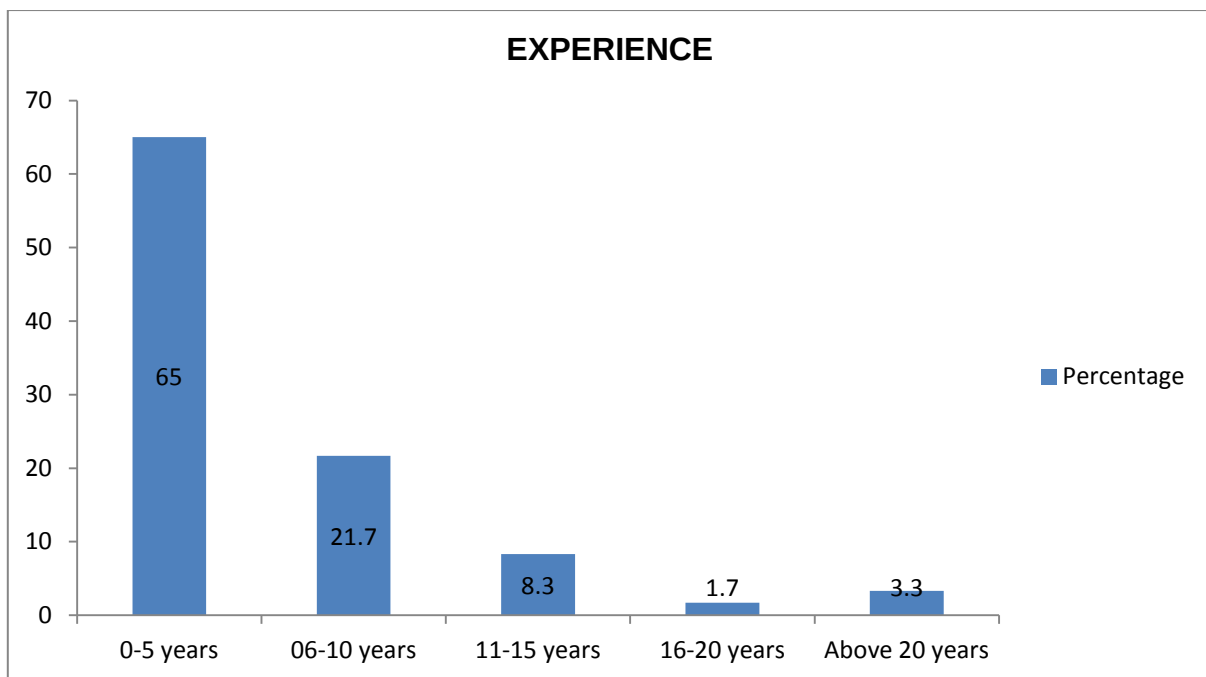


Chart 4.3 Experience of the respondents

Interpretation

65% of the respondents have a work experience of 0-5 years, 21.7% of the respondents have a work experience of 6-10 years, 8.3% of the respondents have a work experience of 11-15 years, 1.7% of the respondents have a work experience of 16-20 years and 3.3% of the respondents have a work experience of above 20 years.

Table 4.4 Salary of the respondents

Particulars	No of respondents	Percentage of respondents
10000-15000 Rs	25	20.8
15000-20000 Rs	33	27.5
20000-30000 Rs	29	24.2
30000-40000 Rs	13	10.8
Above 40000 Rs	20	16.7
Total	120	100

Source: Primary Data

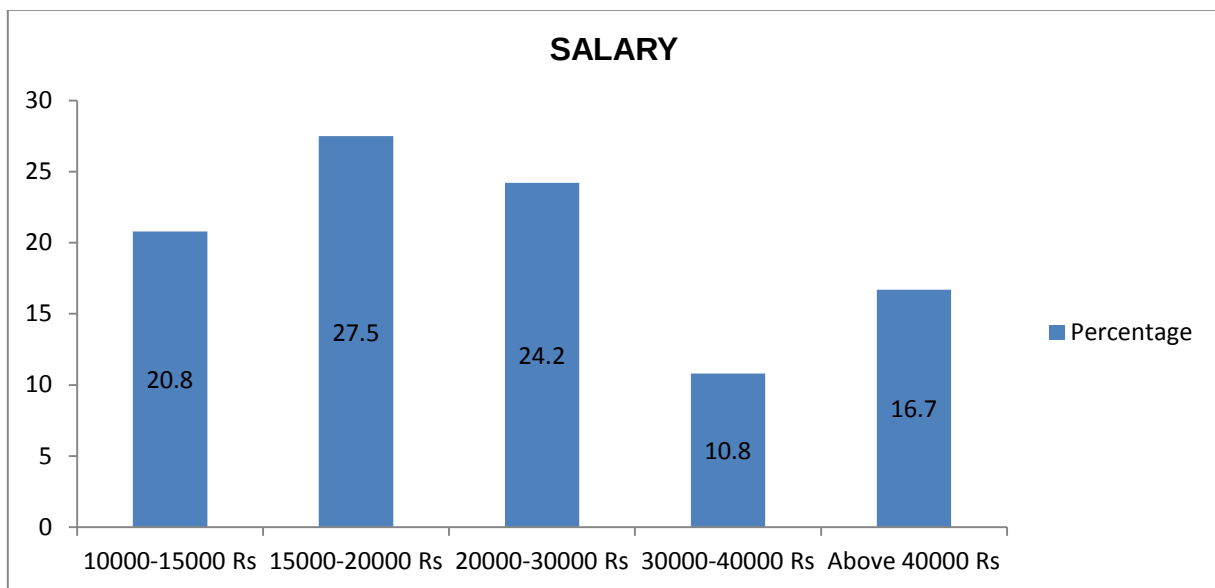


Chart 4.4 Salary of the respondents

Interpretation

20.8% of the respondents gets a salary around 10000 to 15000Rs, 27.5% of the respondents gets a salary around 15000 to 20000Rs, 24.2% of the respondents gets a salary around 20000 to 30000Rs, 10.8% of the respondents gets a salary around 30000 to 40000Rs, 16.7% of the respondents gets a salary above 40000Rs.

Table 4.5 Designation of the respondents

Particulars	No of respondents	Percentage of respondents
Top Level Management	15	12.5
Middle Level Management	55	45.8
Lower Level Management	50	41.7
Total	120	100

Source: Primary Data

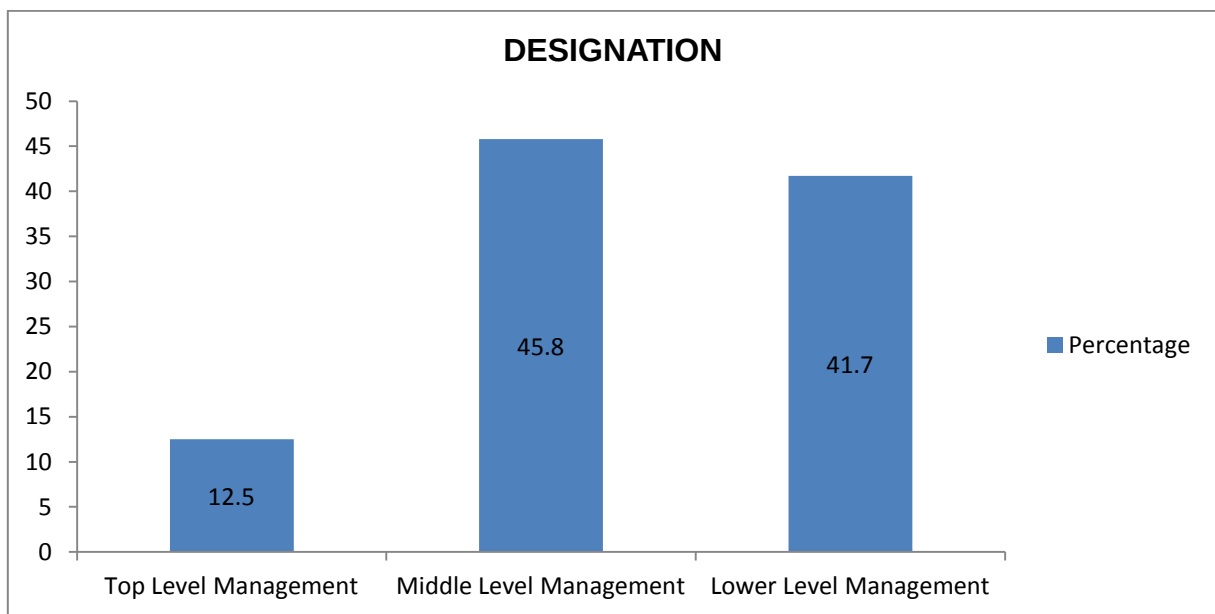


Chart 4.5 Designation of the respondents

Interpretation

12.5% of the respondents are from top level management, 45.8% of the respondents are from middle level management and 41.7% of the respondents are from lower level management.

Table 4.6 I feel completely involved in my work

Particulars	No of respondents	Percentage of respondents
Strongly Agree	18	15
Agree	66	55
Neither Agree nor Disagree	17	14.2
Disagree	15	12.5
Strongly Disagree	4	3.3
Total	120	100

Source: Primary Data

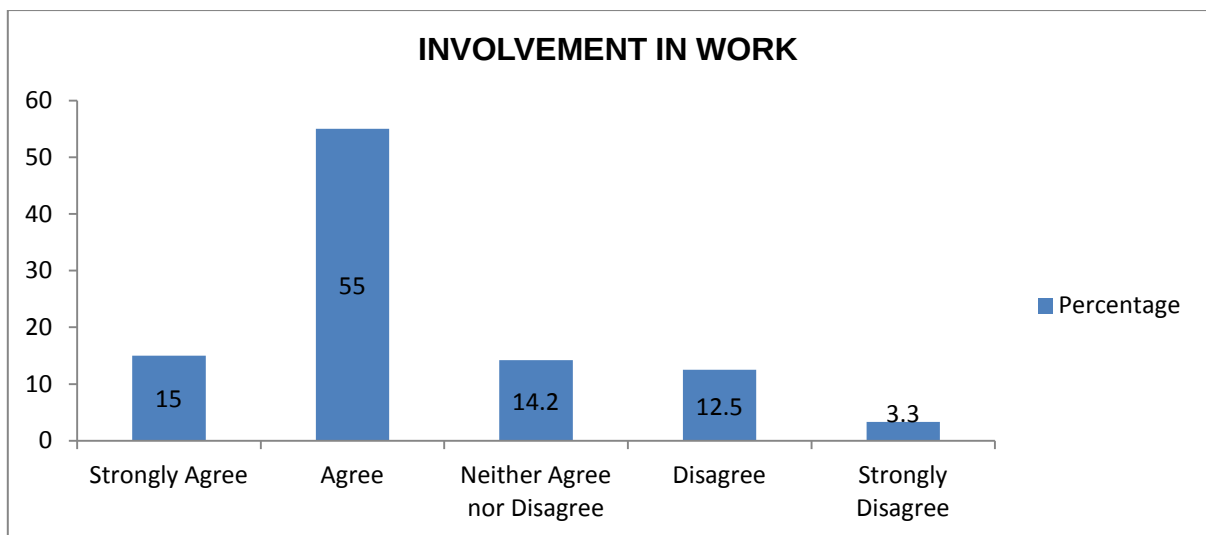


Chart 4.6 I feel completely involved in my work

Interpretation

15% of the respondents strongly agree on their involvement in work, 55% of the respondents agree on their involvement in work, 14.2% of the respondents neither agree nor disagree on their involvement in work, 12.5% of the respondents disagree on their involvement in work and 3.3% of the respondents strongly disagree on their involvement in work.

Table 4.7 Does your work challenge you and aid your development

Particulars	No of respondents	Percentage of respondents
Always	33	27.5
Often	42	35
Sometimes	30	25
Rarely	12	10
Never	3	2.5
Total	120	100

Source: Primary Data

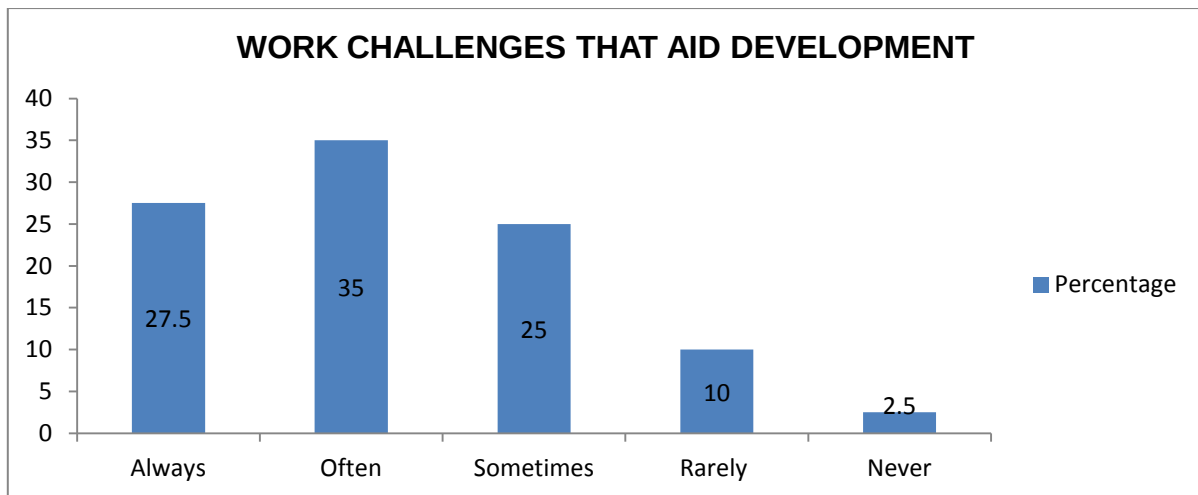


Chart 4.7 Does your work challenge you and aid your development

Interpretation

27.5% of the respondents always have work challenges that aid their development, 35% of the respondents often have work challenges that aid their development, 25% of the respondents sometimes have work challenges that aid their development, 10% of the respondents rarely have work challenges that aid their development and 2.5% of the respondents never have work challenges that aid their development.

Table 4.8 Are you determined to give best efforts at work each day

Particulars	No of respondents	Percentage of respondents
Always	27	22.5
Often	36	30
Sometimes	33	27.5
Rarely	18	15
Never	6	5
Total	120	100

Source: Primary Data

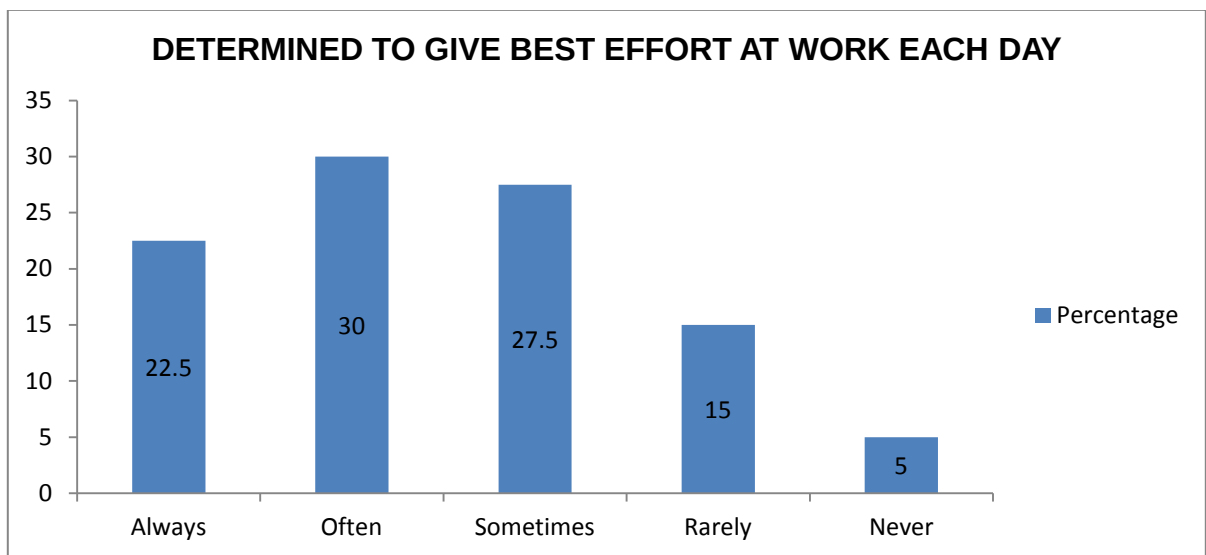


Chart 4.8 Are you determined to give best efforts at work each day

Interpretation

22.5% of the respondents are always determined to give best effort at work each day, 30% of the respondents are often determined to give best effort at work each day, 27.5% of the respondents are sometimes determined to give best effort at work each day, 15% of the respondents are rarely determined to give best effort at work each day and 5% of the respondents are never determined to give the best effort to work each day.

Table 4.9 Are you inspired to meet your goals at work

Particulars	No of respondents	Percentage of respondents
Always	36	30
Often	31	25.8
Sometimes	25	20.8
Rarely	21	17.5
Never	7	5.8
Total	120	100

Source: Primary Data

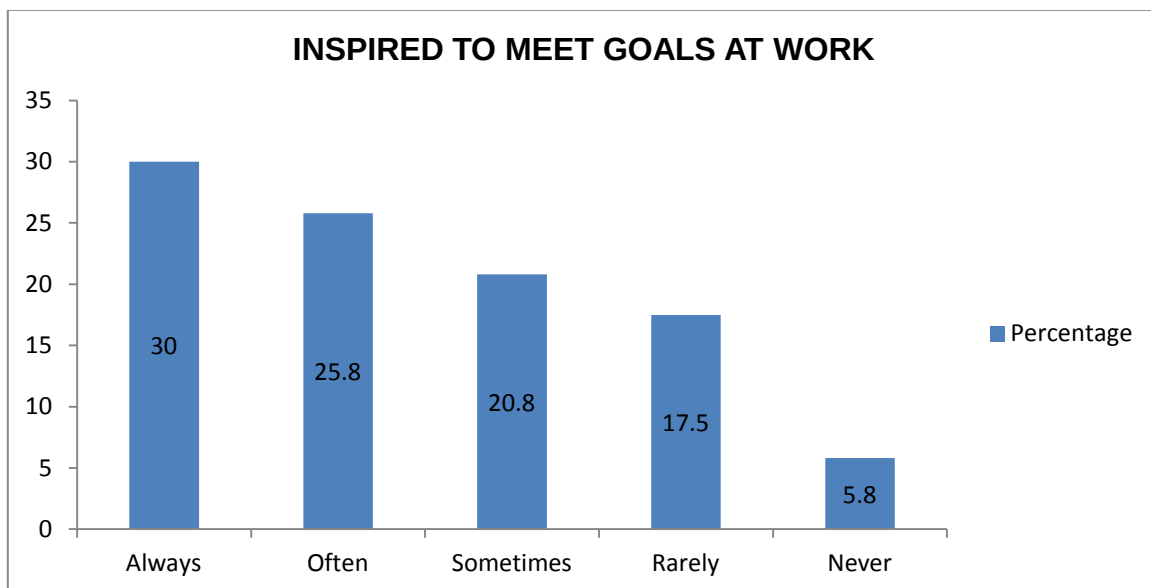


Chart 4.9 Are you inspired to meet goals at work

Interpretation

30% of the respondents are always inspired to meet goals at work, 25.8% of the respondents are often inspired to meet goals at work, 20.8% of the respondents are sometimes inspired to meet goals at work, 17.5% are rarely inspired to meet goals at work and 5.8% of the respondents are never inspired to meet goals at work.

Table 4.10 Are you given new challenges at work

Particulars	No of respondents	Percentage of respondents
Always	32	26.7
Often	23	19.2
Sometimes	27	22.5
Rarely	24	20
Never	14	11.7
Total	120	100

Source: Primary Data

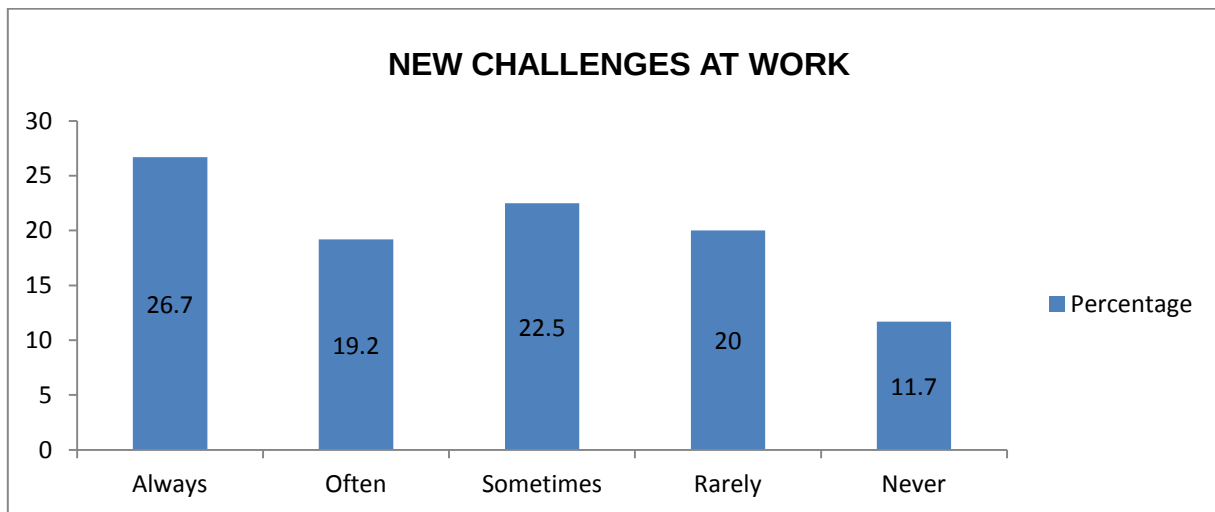


Chart 4.10 Are you given new challenges at work

Interpretation

26.7% of the respondents are always given new challenges at work, 19.2% of the respondents are often given new challenges at work, 22.5% of the respondents are sometimes given new challenges at work, 20% of the respondents are rarely given new challenges at work and 11.7% of the respondents are never given new challenges at work.

Table 4.11 I can see myself growing and developing my career in this company

Particulars	No of respondents	Percentage of respondents
Strongly Agree	31	25.8
Agree	45	37.5
Neither Agree nor Disagree	22	18.3
Disagree	15	12.5
Strongly Disagree	7	5.8
Total	120	100

Source: Primary Data

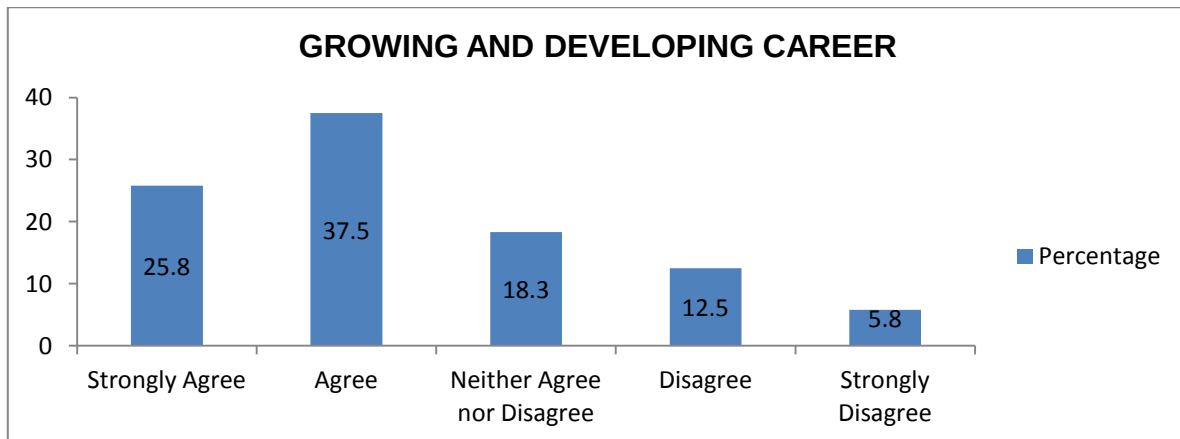


Chart 4.11 I can see myself growing and developing my career in this company

Interpretation

25.8% of the respondents strongly agree that they can grow and develop a career in their company, 37.5% of the respondents agree that they can grow and develop a career in their company, 18.3% of the respondents neither agree nor disagree that they can grow and develop a career in their company, 12.5% of the respondents disagree that they can grow and develop a career in their company and 5.8% of the respondents strongly disagree that they can grow and develop a career in their company.

Table 4.12 There is adequate company support for my skill development

Particulars	No of respondents	Percentage of respondents
Strongly Agree	34	28.3
Agree	47	39.2
Neither Agree nor Disagree	22	18.3
Disagree	13	10.8
Strongly Disagree	4	3.3
Total	120	100

Source: Primary Data

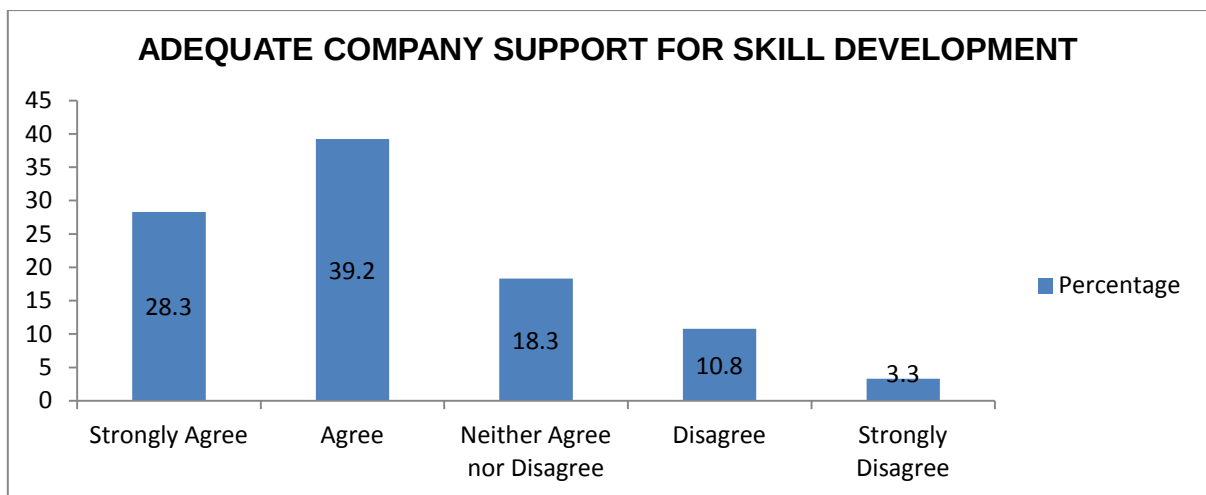


Chart 4.12 There is adequate company support for my skill development

Interpretation

28.3% of the respondents strongly agree that they get adequate company support for their skill development, 39.2% of the respondents agree that they get adequate company support for their skill development, 18.3% of the respondents neither agree nor disagree that they get adequate company support for their skill development, 10.8% of the respondents disagree that they get adequate company support for their skill development and 3.3% of the respondents strongly disagree that they get adequate company support for their skill development.

Table 4.13 This organization really inspires the very best in me when it comes to job performance

Particulars	No of respondents	Percentage of respondents
Strongly Agree	16	13.3
Agree	42	35
Neither Agree nor Disagree	30	25
Disagree	22	18.3
Strongly Disagree	10	8.3
Total	120	100

Source: Primary Data

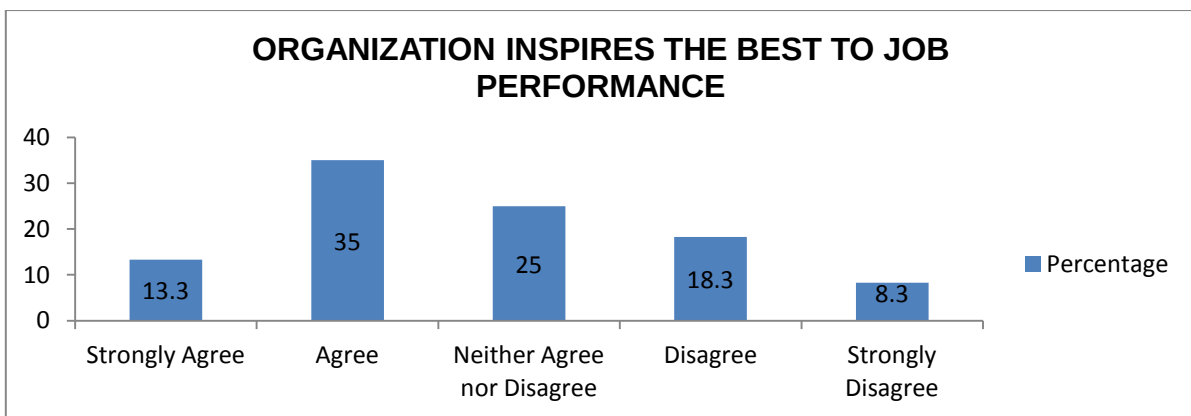


Chart 4.13 This organization really inspires the very best in me when it comes to job performance

Interpretation

13.3% of the respondents strongly agree that the organization inspires the best when it comes to job performance, 35% of the respondents agree that the organization inspires the best when it comes to job performance, 25% of the respondents neither agree nor disagree that the organization inspires the best when it comes to job performance, 18.3% of the respondents disagree that the organization inspires the best when it comes to job performance and 8.3% of the respondents strongly disagree that the organization inspires the best when it comes to job performance.

Table 4.14 I learn a lot from my co-workers

Particulars	No of respondents	Percentage of respondents
Strongly Agree	21	17.5
Agree	48	40
Neither Agree nor Disagree	15	12.5
Disagree	23	19.2
Strongly Disagree	13	10.8
Total	120	100

Source: Primary Data

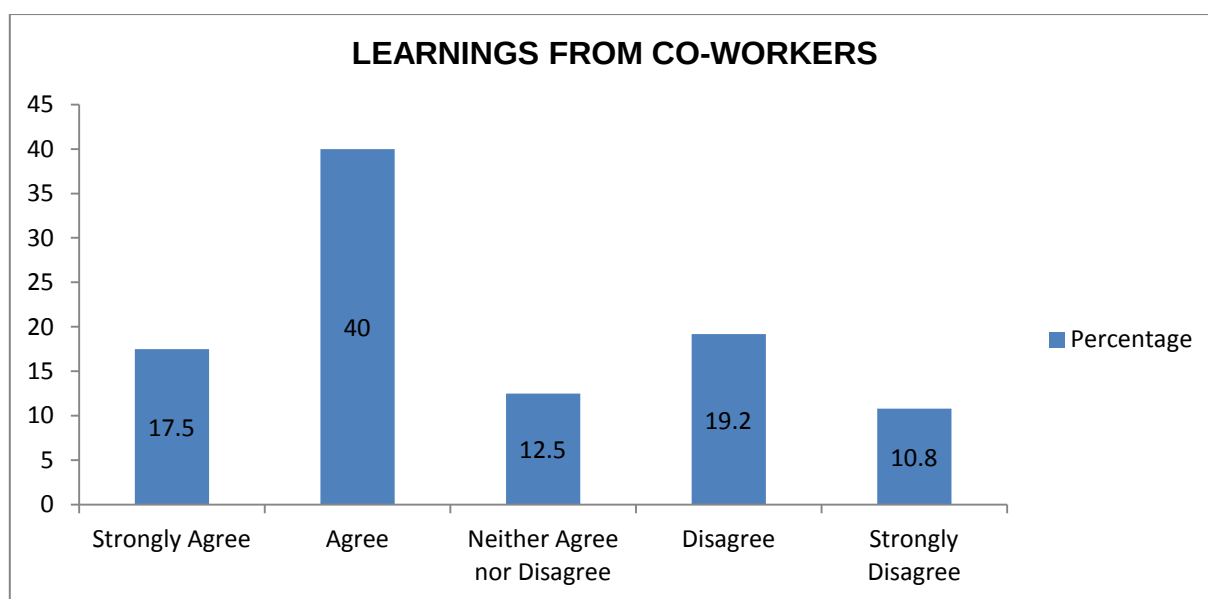


Chart 4.14 I learn a lot from my co-workers

Interpretation

17.5% of the respondents Strongly Agree that the learn a lot from Co-Workers, 40% of the respondents Agree that the learn a lot from Co-Workers, 12.5% of the respondents Neither Agree nor Disagree that the learn a lot from Co-Workers, 19.2% of the respondents Disagree that the learn a lot from Co-Workers and 10.8% of the respondents Strongly Disagree that the learn a lot from Co-Workers.

Table 4.15 My supervisor seems to care about me

Particulars	No of respondents	Percentage of respondents
Strongly Agree	25	20.8
Agree	26	21.7
Neither Agree nor Disagree	36	30
Disagree	15	12.5
Strongly Disagree	18	15
Total	120	100

Source: Primary Data

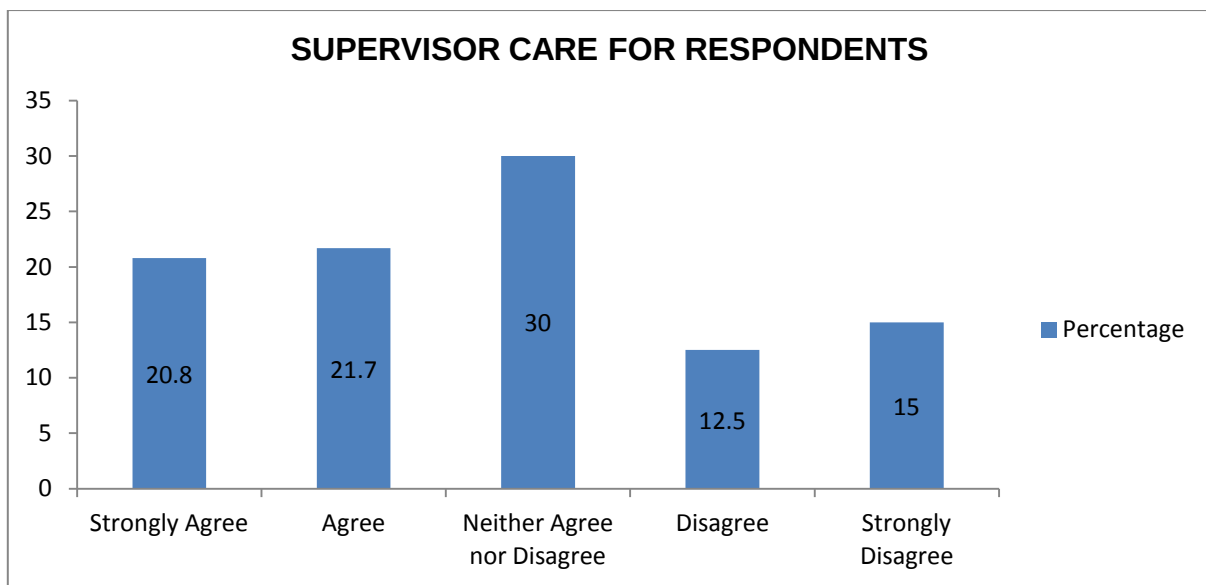


Chart 4.15 My supervisor seems to care about me

Interpretation

20.8% of the respondents strongly agree that the supervisor care about them, 21.7% of the respondents agree that the supervisor care about them, 30% of the respondents neither agree nor disagree that the supervisor care about them, 12.5% of the respondents disagree that the supervisor care about them and 15% of the respondents strongly disagree that the supervisor care about them.

Table 4.16 My department is consistently given all the information we need to execute our objectives

Particulars	No of respondents	Percentage of respondents
Strongly Agree	26	21.7
Agree	50	41.7
Neither Agree nor Disagree	20	16.7
Disagree	16	13.3
Strongly Disagree	8	6.7
Total	120	100

Source: Primary Data

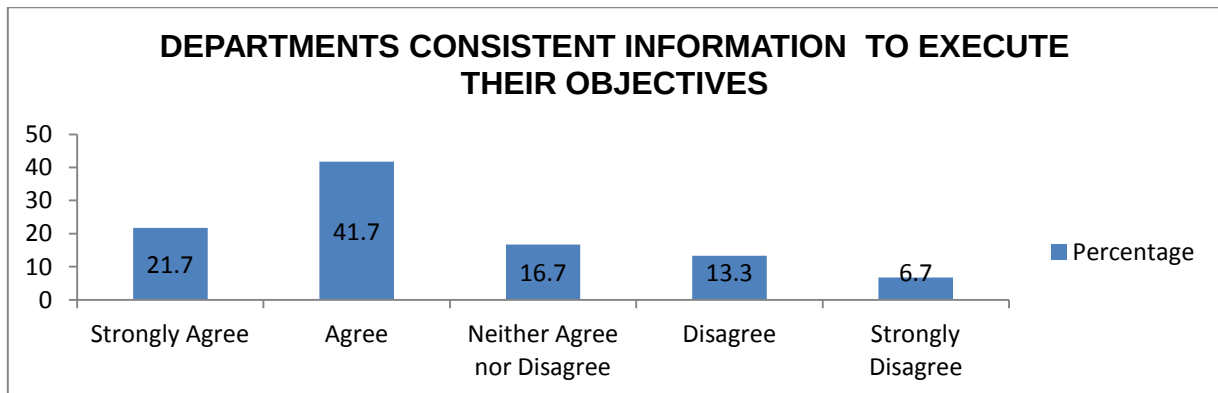


Chart 4.16 My department is consistently given all the information we need to execute our objectives

Interpretation

21.7% of the respondents strongly agree that their department provide information to execute objectives, 41.7% of the respondents agree that their department provide information to execute objectives, 16.7% of the respondents neither agree nor disagree that their department provide information to execute objectives, 13.3% of the respondents disagree that their department provide information to execute objectives and 6.7% of the respondents strongly disagree that their department provide information to execute objectives.

Table 4.17 My manager demonstrates an interest in my well-being

Particulars	No of respondents	Percentage of respondents
Strongly Agree	19	15.8
Agree	28	23.3
Neither Agree nor Disagree	38	31.7
Disagree	15	12.5
Strongly Disagree	20	16.7
Total	120	100

Source: Primary Data

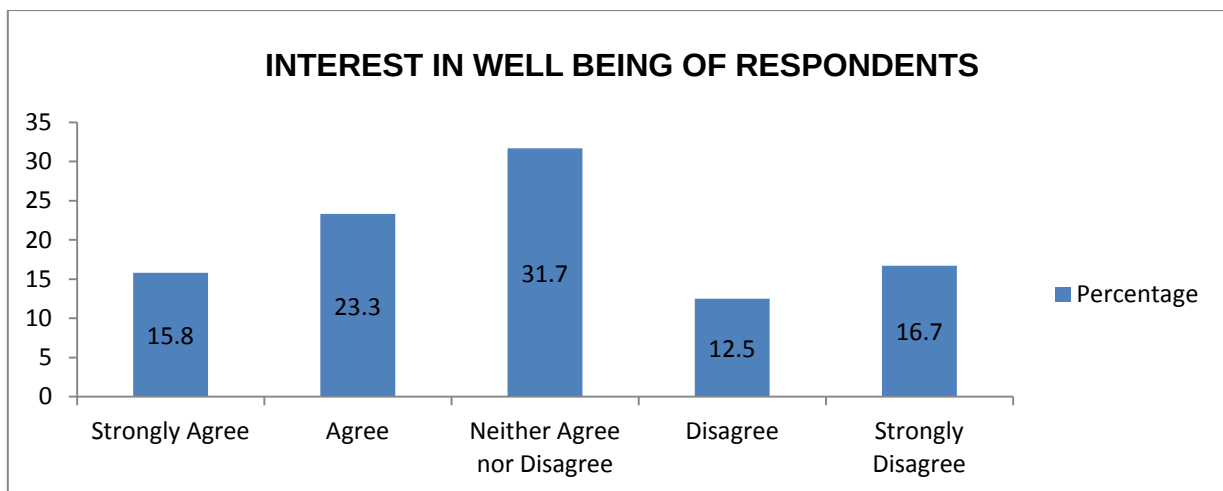


Chart 4.17 My manager demonstrates an interest in my well-being

Interpretation

15.8% of the respondents strongly agree that the manager demonstrates interest in their well being, 23.3% of the respondents agree that the manager demonstrates interest in their well being, 31.7% of the respondents neither agree nor disagree that the manager demonstrates interest in their well being, 12.5% of the respondents disagree that the manager demonstrates interest in their well being and 16.7% of the respondents strongly disagree that the manager demonstrates interest in their well being.

Table 4.18 My manager sets clear expectation for my performance

Particulars	No of respondents	Percentage of respondents
Strongly Agree	31	25.8
Agree	48	40
Neither Agree nor Disagree	21	17.5
Disagree	12	10
Strongly Disagree	8	6.7
Total	120	100

Source: Primary Data

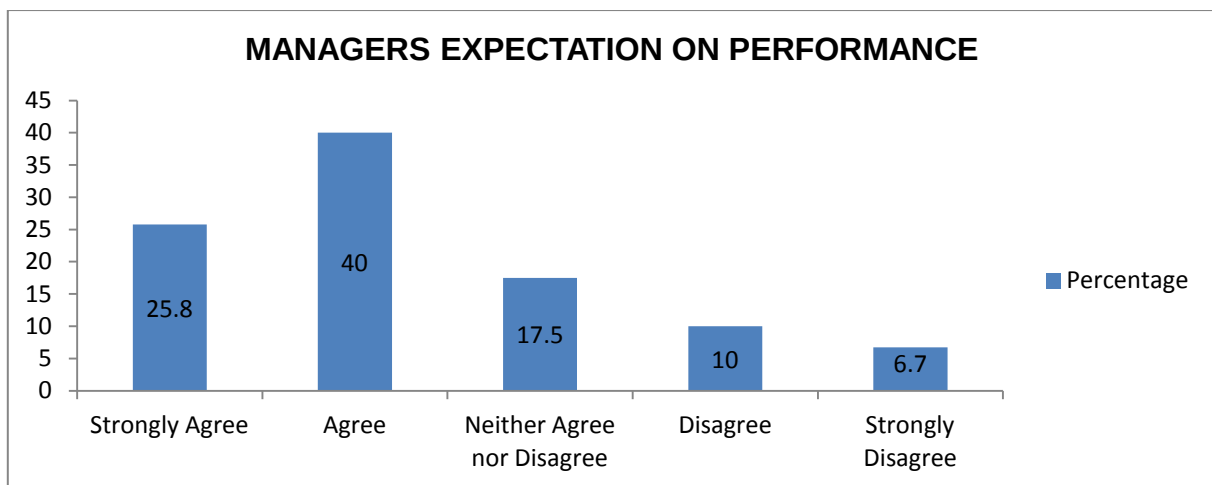


Chart 4.18 My manager sets clear expectation for my performance

Interpretation

25.8% of the respondents strongly agree that manager sets clear expectation on their performance, 40% of the respondents agree that the manager sets clear expectation on their performance, 17.5% of the respondents neither agree nor disagree that the manager sets clear expectation on their performance, 10% of the respondents disagree that the manager sets clear expectation on their performance and 6.7% of the respondents strongly disagree that the manager sets clear expectation on their performance.

Table 4.19 I feel comfortable giving feedback to my manager

Particulars	No of respondents	Percentage of respondents
Strongly Agree	22	18.3
Agree	52	43.3
Neither Agree nor Disagree	14	11.7
Disagree	20	16.7
Strongly Disagree	12	10
Total	120	100

Source: Primary Data

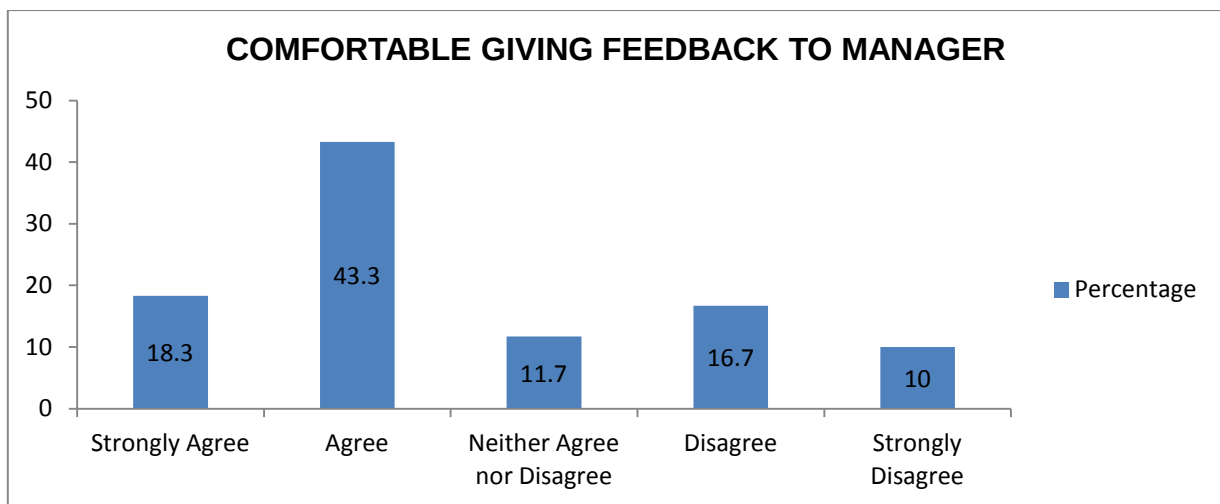


Chart 4.19 I feel comfortable giving feedback to my manager

Interpretation

18.3% of the respondents strongly agree that they feel comfortable giving feedback to the manager, 43.3% of the respondents agree that they feel comfortable giving feedback to the manager, 11.7% of the respondents neither agree nor disagree that they feel comfortable giving feedback to the manager, 16.7% of the respondents disagree that they feel comfortable giving feedback to the manager and 10% of the respondents strongly disagree that they feel comfortable giving feedback to the manager.

Table 4.20 I feel comfortable asking for help if I do not have the skills required to meet my goals

Particulars	No of respondents	Percentage of respondents
Strongly Agree	23	19.2
Agree	48	40
Neither Agree nor Disagree	21	17.5
Disagree	18	15
Strongly Disagree	10	8.3
Total	120	100

Source: Primary Data

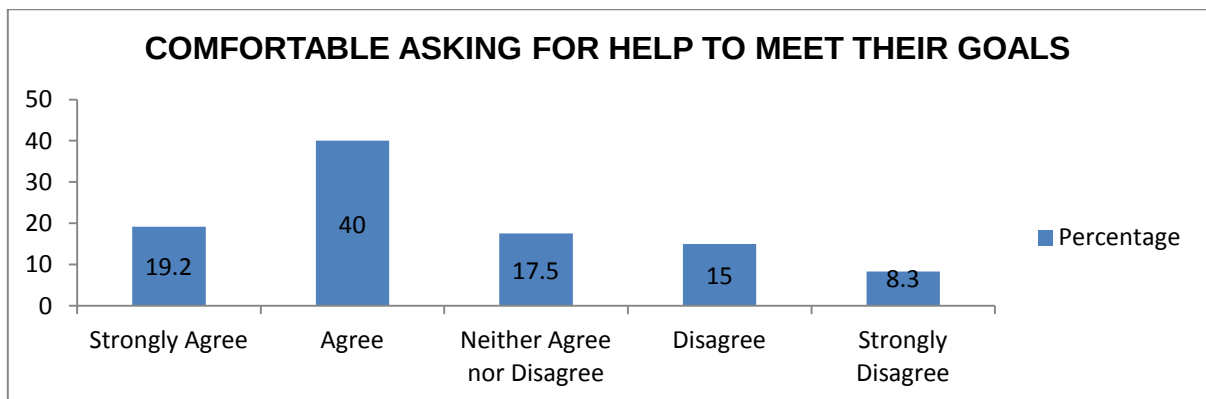


Chart 4.20 I feel comfortable asking for help if I do not have the skills required to meet my goals

Interpretation

19.2% of the respondents strongly agree that the feel comfortable asking for help to meet their goals at work, 40% of the respondents agree that the feel comfortable asking for help to meet their goals at work, 17.5% of the respondents neither agree nor disagree that the feel comfortable asking for help to meet their goals at work, 15% of the respondents disagree that the feel comfortable asking for help to meet their goals at work and 8.3% of the respondents strongly disagree that the feel comfortable asking for help to meet their goals at work.

Table 4.21 I find that my values and the organization's values are similar

Particulars	No of respondents	Percentage of respondents
Strongly Agree	13	10.8
Agree	35	29.2
Neither Agree nor Disagree	31	25.8
Disagree	22	18.3
Strongly Disagree	19	15.8
Total	120	100

Source: Primary Data

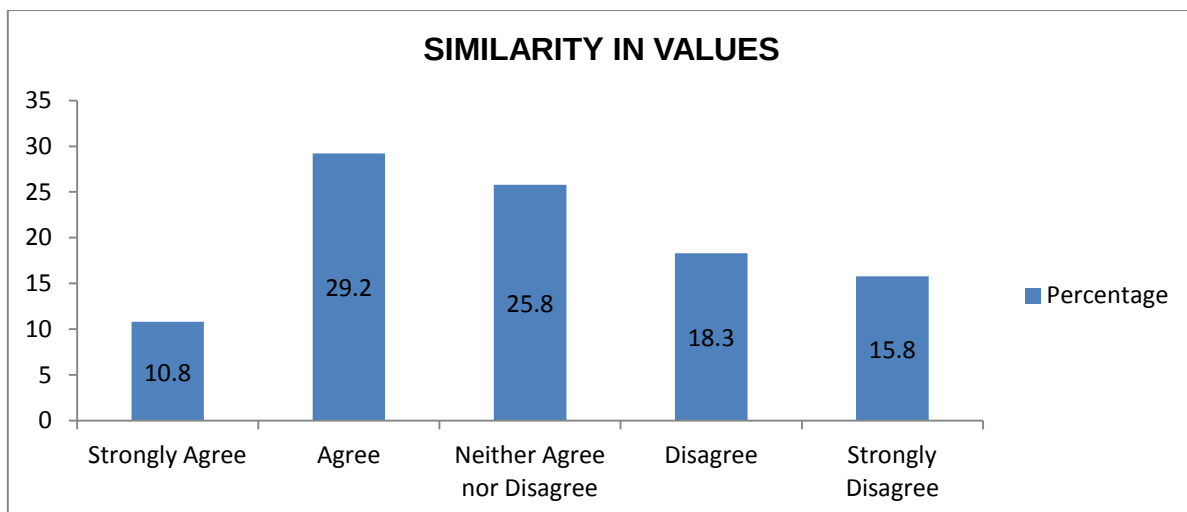


Chart 4.21 I find that my values and the organization's values are similar

Interpretation

10.8% of the respondents strongly agree that their values and organization values are similar, 29.2% of the respondents agree that their values and organization values are similar, 25.8% of the respondents neither agree nor disagree that their values and organization values are similar, 18.3% of the respondents disagree that their values and organization values are similar and 15.8% of the respondents strongly disagree that their values and organization values are similar.

Table 4.22 I see a clear tie between the company's mission, and my individual job.

Particulars	No of respondents	Percentage of respondents
Strongly Agree	17	14.2
Agree	54	45
Neither Agree nor Disagree	24	20
Disagree	11	9.2
Strongly Disagree	14	11.7
Total	120	100

Source: Primary Data

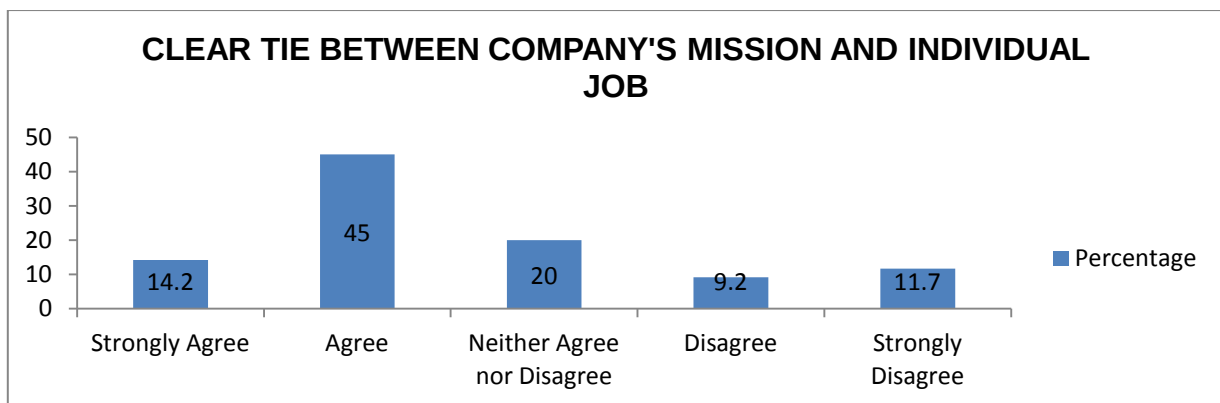


Chart 4.22 I see a clear tie between the company's mission, and my individual job

Interpretation

14.2% of the respondents strongly agree that they see a clear tie between the company's mission and their individual job, 45% of the respondents agree that they see a clear tie between the company's mission and their individual job, 20% of the respondents neither agree nor disagree that they see a clear tie between the company's mission and their individual job, 9.2% of the respondents disagree that they see a clear tie between the company's mission and their individual job and 11.7% of the respondents strongly disagree that they see a clear tie between the company's mission and their individual job.

Table 4.23 The organization's mission consistently inspires me to do my best work

Particulars	No of respondents	Percentage of respondents
Strongly Agree	16	13.3
Agree	49	40.8
Neither Agree nor Disagree	29	24.2
Disagree	19	15.8
Strongly Disagree	7	5.8
Total	120	100

Source: Primary Data

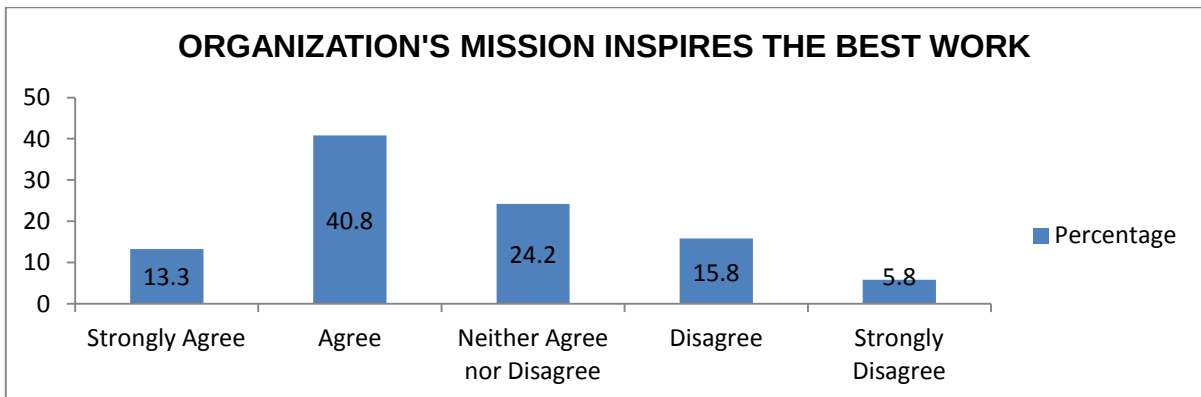


Chart 4.23 The organization's mission consistently inspires me to do my best work

Interpretation

13.3% of the respondents strongly agree that organization's mission inspires them to do the best work, 40.8% of the respondents agree that the organization's mission inspires them to do the best work, 24.2% of the respondents neither agree nor disagree that the organization's mission inspires them to do the best work, 15.8% of the respondents disagree that the organization's mission inspires them to do the best work and 5.8% of the respondents strongly disagree that the organization's mission inspires them to do the best work.

Table 4.24 I believe that generally, my workload is reasonable for my role

Particulars	No of respondents	Percentage of respondents
Strongly Agree	9	7.5
Agree	30	25
Neither Agree nor Disagree	29	24.2
Disagree	25	20.8
Strongly Disagree	27	22.5
Total	120	100

Source: Primary Data

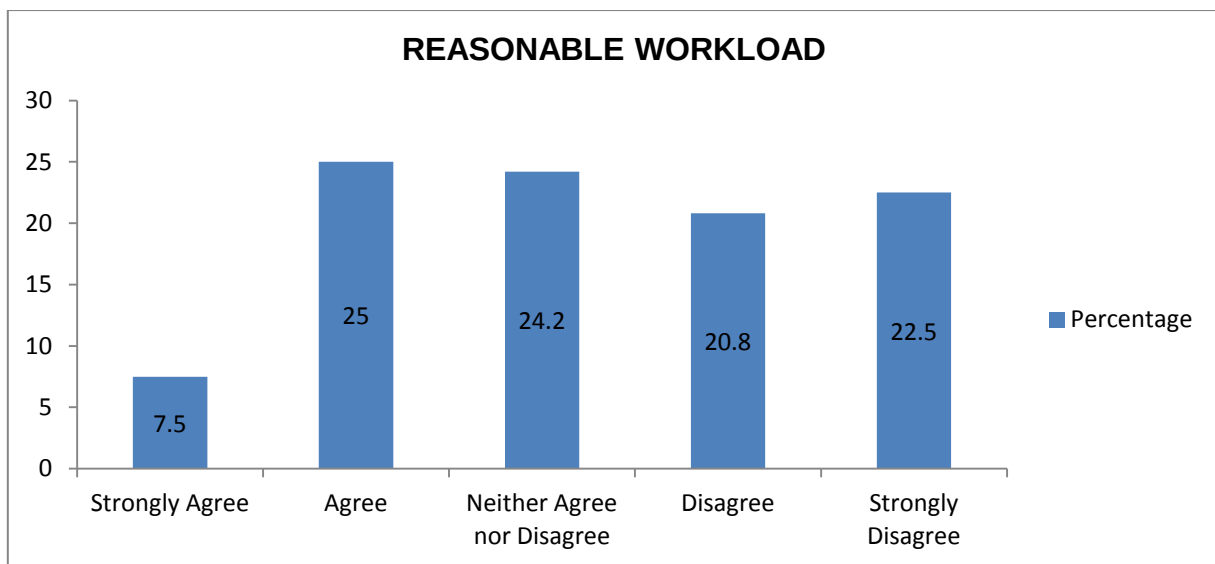


Table 4.24 I believe that generally, my workload is reasonable for my role

Interpretation

7.5% of the respondents strongly agree that their workload is reasonable for their role, 25% of the respondents agree that their workload is reasonable for their role, 24.2% of the respondents neither agree nor disagree that their workload is reasonable for their role, 20.8% of the respondents disagree that their workload is reasonable for their role and 22.5% of the respondents strongly disagree that their workload is reasonable for their role.

Table 4.25 I am proud to be an employee at my company

Particulars	No of respondents	Percentage of respondents
Strongly Agree	19	15.8
Agree	52	43.3
Neither Agree nor Disagree	22	18.3
Disagree	14	11.7
Strongly Disagree	13	10.8
Total	120	100

Source: Primary Data

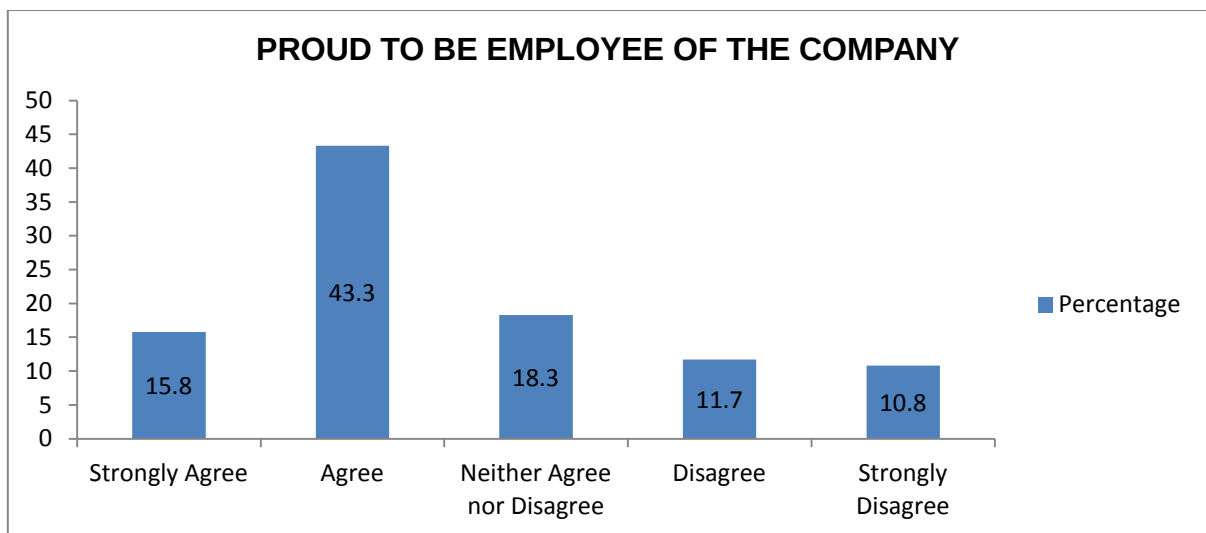


Chart 4.25 I am proud to be an employee at my company

Interpretation

15.8% of the respondents strongly agree that they are proud to be employee of the company, 43.3% of the respondents agree that they are proud to be employee of the company, 18.3% of the respondents neither agree nor disagree that they are proud to be employee of the company, 11.7% of the respondents disagree that they are proud to be employee of the company and 10.8% of the respondents strongly disagree that they are proud to be employee of the company.

Table 4.26 I feel recognized for my hard work and successes at work

Particulars	No of respondents	Percentage of respondents
Strongly Agree	12	10
Agree	40	33.3
Neither Agree nor Disagree	17	14.2
Disagree	31	25.8
Strongly Disagree	20	16.7
Total	120	100

Source: Primary Data

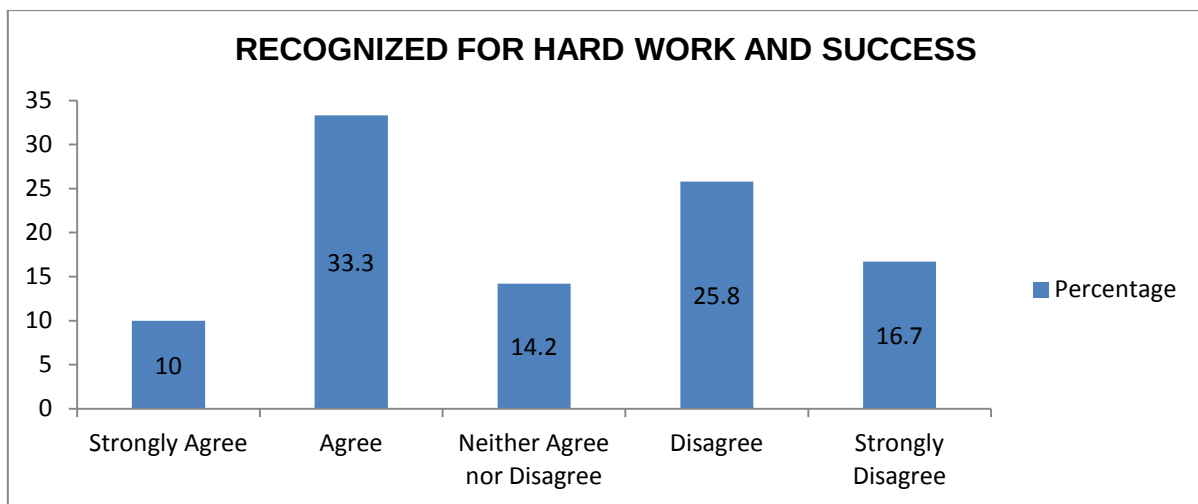


Chart 4.26 I feel recognized for my hard work and successes at work

Interpretation

10% of the respondents strongly agree that they feel recognized for their hard work and success at work, 33.3% of the respondents agree that they feel recognized for their hard work and success at work, 14.2% of the respondents neither agree nor disagree that they feel recognized for their hard work and success at work, 25.8% of the respondents disagree that they feel recognized for their hard work and success at work and 16.7% of the respondents strongly disagree that they feel recognized for their hard work and success at work.

Table 4.27 I would refer a friend or family member to this company

Particulars	No of respondents	Percentage of respondents
Strongly Agree	21	17.5
Agree	38	31.7
Neither Agree nor Disagree	29	24.2
Disagree	14	11.7
Strongly Disagree	18	15
Total	120	100

Source: Primary Data

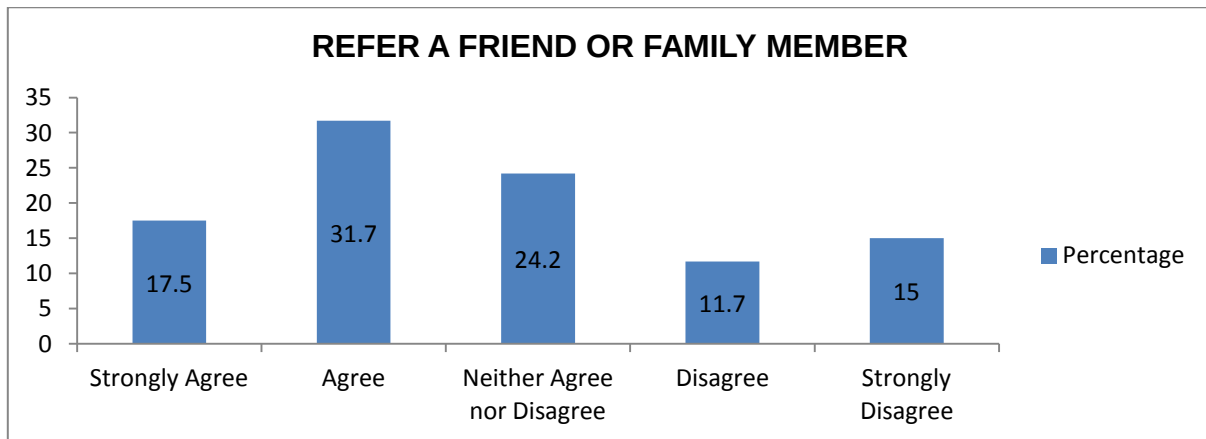


Chart 4.27 I would refer a friend or family member to this company

Interpretation

17.5% of the respondents strongly agree that they would refer a friend or family member to their company, 31.7% of the respondents agree that they would refer a friend or family member to their company, 24.2% of the respondents neither agree nor disagree that they would refer a friend or family member to their company, 11.7% of the respondents disagree that they would refer a friend or family member to their company and 15% of the respondents strongly disagree that they would refer a friend or family member to their company.

4.2 ANOVA ANALYSIS

4.2.1 ANOVA ANALYSIS FOR AGE AND EMPLOYEE ENGAGEMENT FACTORS

Anova has been utilized for the analysis of age of the respondents & employee engagement factors and interpreted in table

H₀: There is no significant difference in employee engagement among different age groups.

H₁: There is significant difference in employee engagement among different age groups.

Table 4.28 ANOVA analysis for age and employee engagement factors

FACTORS	AGE					F VALU E	P VALU E	SIGNIFICANC E LEVEL
	20- 25	26- 30	31- 35	36- 40	40 & Abo ve			
Job Characteristi cs	2.69	3.40	3.08	4.71	3.71	4.267	.003	Significant
Career Development	2.39	2.75	2.50	2.57	2.14	.83	.821	Not Significant
Perceived Supervisor Support	2.99	2.75	3.58	2.29	2.43	1.176	.326	Not Significant
Organization al Fit	2.27	2.30	2.42	1.71	2.57	.458	.767	Not Significant

Significance Level Tested at 0.05

Interpretation

The p value is less than 0.05; the influence of job characteristics on age is significant. Hence reject H₀ for job characteristics. The p value is greater than 0.05, the influence of career development, perceived supervisor support and organizational fit on age is not significant. Hence accept H₀ for career development, perceived supervisor support and organizational fit.

4.2.2 ANOVA ANALYSIS FOR INCOME AND EMPLOYEE ENGAGEMENT FACTORS

Anova has been utilized for analysis of income of the respondents and employee engagement factors and interpreted in the table.

H₀: There is no significant difference in employee engagement among different income groups.

H₁: There is significant difference in employee engagement among different income groups.

FACTORS	Income					F VALU E	P VALU E	SIGNIFICA NCE LEVEL
	10000 - 15000	15000 - 20000	20000 - 30000	30000 - 40000	40000 0 & Above			
Job Characteri stics	2.64	2.79	2.93	3.23	3.90	2.542	.043	Significant
Career Developm ent	2.56	2.42	2.41	2.54	2.40	.068	.992	Not Significant
Perceived Supervisor Support	2.99	2.75	3.58	2.29	2.43	1.176	.108	Not Significant
Organizati onal Fit	2.36	2.36	2.24	1.92	2.30	.311	.870	Not Significant

Significance Level is tested at 0.05

Interpretation

The p value is less than 0.05; the influence of job characteristics on income is significant. Hence reject H₀ for job characteristics. The p value is greater than 0.05, the influence of career development, perceived supervisor support and organizational fit on income is not significant. Hence accept H₀ for career development, perceived supervisor support and organizational fit.

4.3 CORRELATION ANALYSIS

Correlation analysis has been utilized for studying the relationship between career development and work relationship and the results are tabulated in

Null Hypothesis (H0) – There is no significant relationship between career development and work relationship.

Alternative Hypothesis (H1) - There is significant relationship between career development and work relationship.

Table 4.30 Correlation between career development and work relationship

Correlations			
		Career Development	Work Relationship
Career Development	Pearson Correlation	1	.017
	Sig. (2-tailed)		.851
	N	120	120
Work Relationship	Pearson Correlation	.017	1
	Sig. (2-tailed)	0.851	
	N	120	120

Significance level is tested at 0.05

Interpretation

The p-value is 0.851 which is greater than the alpha value (0.05), hence null hypothesis (H0) is accepted. There is no significant relationship between career development and work relationship.

4.4 CHI-SQUARE ANALYSIS

Chi-Square test has been utilized to analyze between work challenge and age of the respondents.

Null Hypothesis (H0) – There is no significant association between work challenge and age.

Alternative Hypothesis (H1) - There is a significant association between work challenge and age.

Table 4.31 Chi-Square between Work relationship and Perceived supervisor support

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.314 ^a	16	.003
Likelihood Ratio	32.816	16	.008
Linear-by-Linear Association	4.304	1	.038
N of Valid Cases	120		

Significance level is tested at 0.05

Interpretation

The p-value is 0.003 which is lesser than the alpha value (0.05), hence alternate hypothesis (H1) is accepted. There is a significant association between work challenge and age.

CHAPTER 5

FINDINGS, SUGGESTIONS & CONCLUSION

5.1 FINDINGS

- 1) Majority (61.7%) of the respondents falls under the age category of 20-25 years.
- 2) Majority (60%) of the respondents are male.
- 3) Majority (65%) of the respondents have experience around 0-5 years.
- 4) Majority (27.5%) of the respondents have a salary around 15,000 to 20,000 Rs per month.
- 5) Majority (45.8%) of the respondents are from Middle Level Management.
- 6) Majority (55%) of the respondents agree that they are completely involved in their work.
- 7) Majority (35%) of the respondents often have a work challenges that aid their development.
- 8) Majority (30%) of the respondents often has been determined to give their best at work each day.
- 9) Majority (30%) of the respondents are always inspired to meet their goals at work.
- 10) Majority (26.7%) of the respondents are always given new challenges at work.
- 11) Majority (37.5%) of the respondents agree that they can see themselves growing and developing a career in their company.
- 12) Majority (39.2%) of the respondents agree that there is adequate company support for skill development.
- 13) Majority (35%) of the respondents agree that the organization really inspires the best when it comes to job performance.
- 14) Majority (40%) of the respondents agree that they learn a lot from co-workers.
- 15) Majority (30%) of the respondents neither agree nor disagree that their supervisor seems to care about them.
- 16) Majority (41.7%) of the respondents agree that their department consistently given information to execute their objectives.
- 17) Majority (31.7%) of the respondents neither agree nor disagree that the manager demonstrates an interest in their well being.
- 18) Majority (40%) of the respondents agree that manager sets a clear expectation on

performance.

19) Majority (43.3%) of the respondents agree that they feel comfortable giving feedback to the manager.

20) Majority (40%) of the respondents agree they feel comfortable asking for help if they do not have the skills to meet their goals

21) Majority (29.2%) of the respondents agree that their values and organization's values are similar.

22) Majority (45%) of the respondents agree that they see a clear tie between company's mission and individual job.

23) Majority (40.8%) of the respondents agree that the organization's mission consistently inspires them to do the best work.

24) Majority (25%) of the respondents agree that their workload is reasonable for their role.

25) Majority (43.3%) of the respondents agree to be the proud employee of the company.

26) Majority (33.3%) of the respondents agree that they feel recognized for their hard work and success at work.

27) Majority (31.7%) of the respondents agree that they would refer a friend or family member to their company.

28) H_1 is accepted for job characteristics on age. H_0 is accepted for career development, perceived supervisor support and organization fit on age.

29) H_1 is accepted for job characteristics on income. H_0 is accepted for career development, perceived supervisor support and organization fit on income.

30) H_0 is accepted and there is no significant relationship between career development and work relationship.

31) H_1 is accepted and there is significant association between work challenge and age.

5.2 SUGGESTIONS

From the above data and analysis the respondents feel comfortable in their organization and are ready to build a career in their respective organizations, but there are certain areas which organization can improve to engage the employees even more and better.

- The organizations can manage the work load of their employees as many of the respondents feels their work load is more for the role given in the organization.
- The organization can also provide recognition for the work as the respondents feels they are not given enough recognition for their work.
- The manager or supervisor must show some concern or demonstrate interest in the well being of their subordinates.
- More new challenges must be given in the work to get productivity from employees.
- The organization must provide career growth opportunities and proper training facilities to keep their employees engaged.
- The vision and mission of the organization must be clear and specific for the employees to work towards the common goal.
- Retention of skilled employees is very important to keep employees engaged and increase the productivity of the organization.
- There must be good relationship between the superior and his immediate subordinate for effectiveness of the organization and engagement of the employees.

5.3 CONCLUSION

With respect to the above study and findings the employees are determined to give their best at work place and the organization sets clear objectives for them to perform to the best of their ability and they feel comfortable giving feedback to their superior in the organization. It also inspires them to give their best at work and grow as an individual. The employees are willing to put best of their efforts if they are given proper working spaces. The employee under proper working environment, with their roles clearly defined and with proper guidance and communication will be engaged in their work. The factors like job characteristics, work relationship, perceived supervisor support, organizational fit and career development plays a key role in engagement of an employee in an organization.

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I. **ANNEXURE (QUESTIONNAIRE)**

1) Name or Employee ID

2) Age

a)20-25 Years b)26-30 Years c)31-35 Years d)36-40 Years e)Above 40 Years

3) Gender

a) Male b) Female

4) Your experience at this concern

a)0-5 Years b)6-10 Years c)10-15 Years d)16-20 Years e)Above 20 Years

5) Your Remuneration per month

a) 10,000-15,000 b) 15,000-20,000 c) 20,000-30,000 d) 30,000-40,000 e) 40,000 and above

6) Designation

a) Top Level Management b) Middle Level Management c) Lower Level Management

7) I feel completely involved in your work. Do you agree?

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

8) Does your work challenge you and aid your development?

a) Always

b) Often

c) Sometimes

d) Rarely

e) Never

9) Are you determined to give your best effort at work each day?

a) Always

b) Often

c) Sometimes

d) Rarely

e) Never

10) Are you inspired to meet your goals at work?

a) Always

b) Often

c) Sometimes

d) Rarely

e) Never

11) Are you given new challenges in your work?

a) Always

b) Often

c) Sometimes

d) Rarely

e) Never

12) I can see myself growing and developing my career in this company

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

13) There is adequate company support for my skill development

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

14) This organization really inspires the very best in me when it comes to job performance

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

15) I learn a lot from my coworkers

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

16) My supervisor seems to care about me

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

17) My department is consistently given all the information we need to execute our objectives

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

18) My manager demonstrates an interest in my well-being.

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

19) My manager sets clear expectations for my performance

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

20) I feel comfortable giving feedback to my manager

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

21) I feel comfortable asking for help if I do not have the skills required to meet my goals

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

22) I find that my values and the organization's values are similar

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

23) I see a clear tie between the company's mission, and my individual job

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

24) The organization's mission consistently inspires me to do my best work.

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

25) I believe that generally, my workload is reasonable for my role

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

26) I am proud to be an employee at my company

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

27) I feel recognized for my hard work and successes at work

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

28) I would refer a friend or a family member to this company

a) Strongly Agree

b) Agree

c) Neither Agree nor disagree

d) Disagree

e) Strongly disagree

APPENDIX II
ARTICLE – FULL PAPER
A STUDY ON EMPLOYEE ENGAGEMENT

Dr.Y.Aysha Fathima, Faculty of Management Studies, School of management studies, Sathyabama
University, Chennai

Hariram.R.K, School of management studies, Sathyabama University, Chennai

ABSTRACT- Employee engagement refers to a condition where the employees are fully engrossed in their work and are emotionally attached to their organization. An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers his organization's interests. This study investigates how different variables like job characteristics, career development, work relationship, perceived supervisor support, organizational fit and engagement influence in engagement of an employee. The analytical tools used in this study are SPSS; the primary data is collected through a structured questionnaire. The secondary data is collected through journals and research papers. From the research we can understand given the proper work conditions and recognition for their work with their roles clearly defined, the employees are willing to be engaged in their work. Key Words: Job Characteristics, Career Development, Work Relationship, Perceived Supervisor Support, Organizational fit and Engagement.

INTRODUCTION

Most organizations today realize that a 'satisfied' employee is not necessarily the 'best' 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.

Engaged - “Engaged employees work with passion and they feel a profound connection to their company. They drive innovation and move the organization forward.” Engaged employees are more likely to stay with the organization, perform 20 per cent better than their colleagues and act as advocates of the business. Engagement can enhance bottom-line profit and enable organizational agility and improved efficiency in driving change initiatives. Engaged individuals invest themselves fully in their work, with increased self-efficacy and a positive impact upon health and well-being, which in turn evokes increased employee support for the organization

Non- Engaged - “Non - Engaged employees are essentially ‘checked out’; they are sleepwalking through their day, putting time – but not energy and passion- into their work.” These employees who attend and participate at work but are timeserving and put no passion or energy into their work.

Disengaged – employees who are unhappy at work and who act out their Unhappiness at work. According to Meere (2005), these employees undermine the Work of their engaged colleagues on a daily basis

I. OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

➤ To identify the factors affecting the level of employee engagement in the workplace

SECONDARY OBJECTIVE

- To assess the employee satisfaction towards the workplace
- To examine the impact of employee engagement on organizational effectiveness
- To identify the challenges on employee engagement

- To identify the influence of organizational inputs on the employee engagement

II. Literature Review

Alan Saks (2006) states that employee engagement has become a popular topic in recent years among consulting firms and business press. But employee engagement has been studied rarely in the academic literature and relatively little is known about its antecedents and consequences. This study has been made for the purpose of testing a model of antecedents and consequences of job and organization engagement based on social exchange theory.

Arnold Bakker (2011) states that the employees who are engaged in their work are fully committed to their work role. They are the one who got the energy, dedication and they are immersed in their work activities. This research studies the overview of concept of work engagement and discusses the antecedents and consequences of engagement

Dharmendra Mehta, Naveen Mehta (2013) states that motivated and engaged employees tend to contribute more in terms of organizational productivity and they support in maintaining a higher commitment level leading to the higher customer satisfaction. The revenue, corporate goodwill, brand image are at stake when employee engagement permeates across the employee-customer boundary. This research makes an attempt to study the different dimensions of employee engagement with the help of review of literature. This can be used to provide an overview and references on some of the conceptual and practical work undertaken in the area of the employee engagement practices.

Gantasala Prabhakar, Swetha Reddy (2016) states that it was aimed at assessing the employee engagement levels at IT industry in India, factors contribute to employee engagement and means to improve employee engagement levels in industry being researched. The research also identifies the impact of demographic factors in employee engagement.

Ambar Khalid, Saba Khalid (2015) states the relationship between organizational commitment, career satisfaction and employee engagement. The purpose of the study is to create awareness among employees about career satisfaction and employee engagement by analyzing how it is related to organizational commitment.

III. Methodology

A research methodology is a systematic plan for conducting research. The process used to collect information and data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information. The type of research used in this project is descriptive research design. Descriptive research designs help provide answers to the questions of who, what, when, where, and how associated with a particular research problem; a descriptive study cannot conclusively ascertain answers to why. Descriptive research is used to obtain information concerning the current status of the phenomena and to describe "what exists" with respect to variables or conditions in a situation. Primary data is defined as the data that is obtained through first-hand investigation, it includes information collected from interviews, experiments, surveys, questionnaires, focus groups and measurements. The key point in primary data is that the data collected is unique. In this study questionnaire is used as primary data collection method. Secondary data is data that is widely available and obtained from another party. Secondary data can be found in publications, journals and newspapers. For this study the data is collected from journals, websites and also from data manual of the company. Sample refers to a set of observations drawn from a population. Often it is necessary to use samples for research, because it is impractical to study the whole population. Sampling techniques are the strategies applied by researchers during the statistical sampling process. It is the methods used in drawing samples from a population usually in such a manner that the sample will facilitate in making conclusion from the population. Simple random sampling is used as sampling technique for the purpose of selecting respondents. Simple Random sampling is the basic sampling technique where we

select a group of subjects that is sample for study from a larger group (population).A Study On Employee Engagement was carried out for the period of 3 months.

IV Hypothesis

1.Hypothesis

FACTORS	AGE					F VALU E	P VALU E	SIGNIFICANC E LEVEL
	20- 25	26- 30	31- 35	36- 40	40 & Abo ve			
Job Characteristi cs	2.69	3.40	3.08	4.71	3.71	4.267	.003	Significant
Career Development	2.39	2.75	2.50	2.57	2.14	.83	.821	Not Significant
Perceived Supervisor Support	2.99	2.75	3.58	2.29	2.43	1.176	.326	Not Significant
Organization al Fit	2.27	2.30	2.42	1.71	2.57	.458	.767	Not Significant

Significance Level tested at 0.05 level

Interpretation

The p value is less than 0.05; the influence of job characteristics on age is significant. Hence reject H0 for job characteristics. The p value is greater than 0.05, the influence of career development, perceived supervisor support and organizational fit on age is not significant. Hence accept H0 for career development, perceived supervisor support and organizational fit.

2. Hypothesis

FACTORS	Income					F VALU E	P VALU E	SIGNIFICA NCE LEVEL
	10000 - 15000	15000 - 20000	20000 - 30000	30000 - 40000	40000 0 & Above			
Job Characteri stics	2.64	2.79	2.93	3.23	3.90	2.542	.043	Significant
Career Developm ent	2.56	2.42	2.41	2.54	2.40	.068	.992	Not Significant
Perceived Supervisor Support	2.99	2.75	3.58	2.29	2.43	1.176	.108	Not Significant
Organizati onal Fit	2.36	2.36	2.24	1.92	2.30	.311	.870	Not Significant

Significance Level is tested at 0.05

Interpretation

The p value is less than 0.05; the influence of job characteristics on income is significant. Hence reject H0 for job characteristics. The p value is greater than 0.05, the influence of career development, perceived supervisor support and organizational fit on income is not significant. Hence accept H0 for career development, perceived supervisor support and organizational fit.

3. Hypothesis

Correlations			
		Career Development	Work Relationship
Career Development	Pearson Correlation	1	.017
	Sig. (2-tailed)		.851
	N	120	120
Work Relationship	Pearson Correlation	.017	1
	Sig. (2-tailed)	0.851	
	N	120	120

Interpretation

The p-value is 0.851 which is greater than the alpha value (0.05), hence null hypothesis (H0) is accepted. There is significant relationship between career development and work relationship.

V. Conclusion

With respect to the above study and findings the employees are determined to give their best at work place if the organization sets clear objectives for them to perform to the best of their ability and if they feel comfortable giving feedback to their superior in the organization. It also inspires them to give their best at work and grow as individual. The employees are willing to put best of their efforts if they are given proper working spaces. The employee under proper working environment, with their roles clearly defined and with proper guidance and communication will be engaged in their work. The factors like job characteristics, work relationship, perceived supervisor support, organizational fit and career development plays a key role in engagement of an employee in an organization.

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