

A STUDY ON IMPACT OF EMPLOYEE ENGAGEMENT IN RENAULT NISSAN AUTOMOTIVE INDIA PRIVATE LIMITED

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

JESINTHA MARY. R
Register No. 39410079



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



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

Accredited with “A” grade by NAAC | 12B Status by UGC | Approved by AICTE
Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119
www.sathyabama.ac.in

SCHOOL OF BUSINESS ADMINISTRATION

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of Jesintha Mary.R Register No. 39410079 who have done the Project work entitled “**A Study on impact of employee engagement in Renault Nissan Automotive India Private Limited**” under our supervision from January 2021 to March 2021.

Dr. M. JOHN BRITTO
Internal Guide

Mr. RAFI ABBAS
External Guide

Dr. BHUVANESWARI G.
Dean – School of Business Administration

Submitted for Viva voce Examination held on _____.

Internal Examiner

External Examiner

**RENAULT NISSAN
AUTOMOTIVE INDIA PRIVATE LIMITED**

Factory cum Registered Office : Plot No.1, SIPCOT Industrial Park, Oragadam
Mattur (Post), Sriperumbudur, Kanchipuram District - 602 105, Tamil Nadu.
Phone : +91 44 37199999 Fax : +91 44 37196803
CIN No: U34100TN2007PTC073002 PAN No: AADCR7965B

TO WHOMEVER IT MAY CONCERN

This is to certify that **Ms. JESINTHA MARY. R** studying **MBA in HR & Finance** from **SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY** has successfully completed her Internship & Project on “**A STUDY ON IMPACT OF EMPLOYEE ENGAGEMENT IN RENAULT NISSAN AUTOMOTIVE INDIA PRIVATE LIMITED**” from **25-01-2021 to 31-03-2021** under the guidance of **Mr. RAFI ABBAS**.

We wish **Ms. JESINTHA MARY. R** all the best in her future endeavors.

For **Renault Nissan Automotive India Private Ltd**



Jaljith Narayanan
Human Resources

DECLARATION

I JESINTHA MARY.R Register No. 39410079 hereby declare that the Project Report entitled **“A Study on impact of employee engagement in Renault Nissan Automotive India Private Limited”** done by me under the guidance of Dr. M. John Britto, and Mr. Rafi Abbas at Renault Nissan Automotive India Private Limited, Oragadam is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

JESINTHA MARY R

ACKNOWLEDGEMENT

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

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

I would like to express my sincere and deep sense of gratitude to my Project Guide **Dr. M. JOHN BRITTO**, for his valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my sincere thanks to **Mr. Rafi Abbas, Senior Manager** and **Mrs. Indira Ayyasamy Assistant Manager** at Renault Nissan Automotive India Pvt Ltd for their constant support and endorsement.

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

JESINTHA MARY R

ABSTRACT

Employee engagement is that the extent of commitment and involvement an employee has towards their organization and its values. An engaged employee is conscious of business context and works with colleagues to strengthen performance within the work for the advantage of the organization. It's a positive attitude held by the workers towards the organization and its values. The project specializes in how employee engagement is an antecedent i.e. the preceding factor of job involvement and what should company do to form the workers engaged and also involves the steps which shows the way to drive an engaged employee.

The project also includes study of the worker Engagement policies of the corporate and the way they will be improved or modified so on increase the extent of Employee Engagement within the organization. "More the worker engagement better is that the performance of the organization". The major objective of the project is to seek out the worker Engagement status in RNAIPL, Chennai and therefore the Improvements required for improving the already implemented Policies. Basically, Employee engagement may be a concept that's generally viewed as managing discretionary effort, that is, when employees have choices, they're going to act during a way that furthers enhances their organization's interests. Also, another objective is to research the feedbacks received and supported the analysis suggesting solutions and providing recommendations in order to enhance the worker engagement level.

Basically, engaged employees feel a robust emotional bond to the organization that employs them. The metrology used for the research is categorized as Exploratory Research with Descriptive type because it involved individual analysis with results supported intuitions and judgments, it would be my great pleasure, if this project can help the organization to realize its goal higher.

TABLE OF CONTENT

CHAPTER NO.	TITLE	PAGE NO
	ABSTRACT	i
	LIST OF TABLES	iii
	LIST OF CHARTS	v
1	INTRODUCTION	
	1.1 Introduction	1
	1.2 Industry Profile	4
	1.3 Company Profile	10
	1.4 Need for the Study	21
	1.5 Scope and Significance of Study	21
	1.6 Objectives of the Study	21
	1.7 Limitations of the Study	21
2	REVIEW OF LITERATURE	22
3	RESEARCH METHODOLOGY	
	3.1 Research Design	34
	3.2 Sampling Technique	34
	3.3 Sources of Data	34
	3.4 Structure of Questionnaire	35
	3.5 Sample Size	35
	3.6 Period of Study	35
	3.7 Hypothesis/ Analytical Tools	35
4	DATA ANALYSIS AND INTERPRETATION	
	4.1 Percentage Analysis – I	36
	4.2 Chi Square – II	66
5	FINDINGS, SUGGESTIONS AND CONCLUSION	
	5.1 Findings of the Study	68
	5.2 Suggestions	70
	5.3 Conclusion	71
	REFERENCES	72
	APPENDIX – I (Questionnaire)	76
	APPENDIX – II (Article)	79

LIST OF TABLES

TABLE NO	PARTICULARS	PAGE NO
4.1.1	Age of the respondents	36
4.1.2	Gender of the respondents	37
4.1.3	Designation status of the respondents	38
4.1.4	Marital status of the respondent	39
4.1.5	Education qualification of the respondent	40
4.1.6	Experience status of the respondent	41
4.1.7	Employee feels proud to be part of the company	42
4.1.8	Period of working in the company	43
4.1.9	Best friend at work	44
4.1.10	Employee motivation for good work	45
4.1.11	Organization support for healthy work-life balance	46
4.1.12	Employees control to do their job	47
4.1.13	Frequency of conduct employee engagement activity	48
4.1.14	Time to participate the program conducted by your organization	49
4.1.15	Mode of communication followed in organization	50
4.1.16	Types of engagement activities	51
4.1.17	Type of games are conducted in your company	52
4.1.18	Type of cultural events are happening in your company	53
4.1.19	Type of reward schemes are followed in your organization	54
4.1.20	Effectiveness of reward system	55
4.1.21	Type of training program	56
4.1.22	Participation of employee engagement activity	57
4.1.23	Employee feel about employee engagement	58
4.1.24	Relationship between worker and co-worker	59
4.1.25	The people you work with help each other when needed.	60
4.1.26	The employee engagement is helpful for improving your work	61

4.1.27	Opportunities to learn and grow in the organization	62
4.1.28	Facilities the company provide for healthy work life balance	63
4.1.29	Effectiveness of employee engagement	64
4.1.30	Overall rating of employee engagement	65

LIST OF CHARTS

CHART NO	PARTICULARS	PAGE NO
4.1.1	Age of the respondents	36
4.1.2	Gender of the respondents	37
4.1.3	Designation status of the respondents	38
4.1.4	Marital status of the respondent	39
4.1.5	Education qualification of the respondent	40
4.1.6	Experience status of the respondent	41
4.1.7	Employee feels proud to be part of the company	42
4.1.8	Period of working in the company	43
4.1.9	Best friend at work	44
4.1.10	Employee motivation for good work	45
4.1.11	Organization support for healthy work-life balance	46
4.1.12	Employees control to do their job	47
4.1.13	Frequency of conduct employee engagement activity	48
4.1.14	Time to participate the program conducted by your organization	49
4.1.15	Mode of communication followed in organization	50
4.1.16	Types of engagement activities	51
4.1.17	Type of games are conducted in your company	52
4.1.18	Type of cultural events are happening in your company	53
4.1.19	Type of reward schemes are followed in your organization	54
4.1.20	Effectiveness of reward system	55
4.1.21	Type of training program	56
4.1.22	Participation of employee engagement activity	57
4.1.23	Employee feel about employee engagement	58
4.1.24	Relationship between worker and co-worker	59

4.1.25	The people you work with help each other when needed.	60
4.1.26	The employee engagement is helpful for improving your work	61
4.1.27	Opportunities to learn and grow in the organization	62
4.1.28	Facilities the company provide for healthy work life balance	63
4.1.29	Effectiveness of employee engagement	64
4.1.30	Overall rating of employee engagement	65

CHAPTER 1

1.1 INTRODUCTION

Employee engagement is the strength of the mental and emotional connection employees feel toward the work they do, their team, and their organization. Employee engagement describes the process of encouraging a positive attitude amongst employees in order to maximize their performance. Unlike performance-related pay, for example, initiatives to improve employee engagement are not written in an employee's contract. They instead aim to create an environment where employees can see the overall aim of the business, feel valued by their employers, and feel comfortable to express their own views.

Nurturing this environment is an important task for senior management and HR departments, as a positive attitude amongst staff can increase levels of effort, output, innovation, and positivity, among many other things. However, it is not simply up to them to create this atmosphere, the employees must also be willing to engage with this environment.

Employee engagement is one of the powerful tools in the organization. Employee engagement is the level of commitment, involvement, satisfaction & enthusiasm, an employee has towards their work, organization, and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization by utilizing their natural talents.

1.1.1 FACTORS LEADING TO EMPLOYEE ENGAGEMENT

Previous study shows that there are some important factors which acts as a base for Employee Engagement process they are

- Career Development- Opportunities for personal development
- Career Development – Effective Management of talent
- Leadership- Clarity of company values
- Leadership – Respectful treatment of employees
- Leadership – Company's standards of ethical behavior

- Empowerment
- Image
- Equal opportunities & fair treatment
- Performance Appraisal
- Pay & benefits
- Health & Safety
- Job Satisfaction
- Communication
- Family friendliness
- Co-operation



Figure 1.1 Factors leading to Employee Engagement

1.1.3 CATEGORIES OF EMPLOYEE ENGAGEMENT

There are three different type of people in organization based on their level of commitment, involvement & satisfaction.

Actively Engaged

"Engaged" employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They work with passion and they drive innovation and move their organization forward by performing at high levels.

Partially engaged

"Partially-engaged" employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks versus achieving an outcome.

Actively disengaged

"Actively disengaged" employees are the "cave dwellers." They're "consistently against virtually everything." they're not just unhappy at work; they're busy acting out their unhappiness. They sow seeds of negativity at every Opportunity.

1.2 INDUSTRY PROFILE

The car business incorporates an extensive variety of organizations and associations required in the outline, advancement, and fabricate, promoting and offering of engine vehicles. It is one of the world most vital financial parts by income. The car business does exclude ventures committed to the support of cars taking after conveyance to the end client.

The Indian automobile industry is one of the biggest on the planet with a yearly creation of 4.125 million traveler and business vehicles and 18.5 Million bikes delivered FY 2015. It is the 6th biggest car producing nation on the planet after China, USA, Japan, Germany, and South Korea. The vehicles business represents 7.1 for each penny of the nation assembling total national output (GDP). As of FY 2014-15, around 31 for each penny of little autos sold comprehensively are made in India. An extending white-collar class, a youthful populace, and an expanding enthusiasm of the organizations in investigating the country markets have made the bikes portion (with 80 for each penny piece of the overall industry) the pioneer of the Indian car market.

At 7.64% development, India quickest developing traveler auto market at present. The car business in India is relied upon to be the world third biggest before the end of 2016, with the nation at present the world second biggest bike maker. Bike generation is anticipated to ascend from 16.9 million in FY15 to 28.8 million by FY21. Moreover, traveler vehicle creation is required to increment to 10 million in FY21 from 4.1 million in FY15. Solid development sought after because of rising pay, developing white collar class, and a youthful populace has moved India among the world main five automobile producers by 2015. In April-March 2015, general vehicles send out developed by 14.89 percent over the same time frame a year ago. Traveler Vehicles, Commercial Vehicles, Three Wheelers and Two Wheelers developed by 4.42 percent, 11.33 percent, 15.44 percent and 17.93percent individually amid April-March 2015 over the same time frame a year ago.

The administration plans to create India as a worldwide assembling and in addition an innovative work center point. It has set up National Automotive Testing and Infrastructure Project (NATRIP) focus and a National Automotive Board to go about as facilitator between the administration and the business. Elective fuel can possibly accommodate the nation vitality request in the auto division as the CNG conveyance system in India is relied upon to ascend to 250 urban communities in 2018. Additionally, the extravagance auto business sector could enlist high development and is required to achieve 150,000 units by 2020. India is additionally a generous auto exporter, with strong fare development desires for the not so distant future. Different activities by the Government of India and the real car players in the Indian business sector is relied upon to make India a pioneer in the Two-Wheeler and Four-Wheeler market on the planet by 2020.

1.2.1 GROWTH OF AUTOMOBILE INDUSTRY DURING RECENT DECADES

Just three decades back, Indian auto purchasers had only two models to browse. Both were nearby propagations of European models that had vanished from the western markets not long after World War II. Regardless of business sector request, fabricating limit was confined through government licenses, and purchasers needed to hold up a while in the wake of paying money in advance to get conveyance. Imports were debilitated through high obligations, which stay high even now, and outside made autos were prized belonging of just the most well-off.

The presentation of a little hatchback in 1983 by Maruti Suzuki, together advanced by the Indian government and Japanese little auto maker Suzuki was from numerous points of view a vital crossroads in the improvement of the Indian vehicles industry. In spite of the fact that little, the Maruti 800, as it was called, was present day and significantly more dependable than its rivals. After a generally moderate begin, the auto charmed itself to the developing Indian white-collar class and remained the smash hit for the following two decades. Up to this point, it was the

most modestly created auto on the planet, and today stays well known in the semi-urban and country markets of India.

More altogether, Maruti Suzuki presented more proficient assembling rehearses and built up various nearby part suppliers. This mechanical eco-framework with tremendously enhanced capacities facilitated the section of a few remote auto makers, after modern permitting was surrendered in the 1990s. The development of part suppliers additionally empowered select residential car firms, with no related knowledge in auto assembling, to add traveler vehicles to their item extend. Although few outside producers have attempted to extend a dependable balance, the developing acquiring force of the white-collar class keeps on drawing in new contestants to the Indian traveler auto market.

This story basically rehashed itself in different sections of the Indian car market, including business vehicles and bikes. These fragments too have advanced from duopolistic dormancy to vivacious rivalry. Set up of obsolete items, purchasers now have a surfeit of vehicle models to look over. The trigger for change has regularly been the presentation of remote innovation and rivalry. Be that as it may, rather than being overpowered, the household producers have risen as business sector pioneers, adjusting admirably through organizations together with outside firms for innovation. However, pulling back prohibitive mechanical permitting and permitting the section of outside firms would not have guaranteed maintained development for the Indian car industry. For interest development to persevere through, the legislature would likewise need to empower the improvement of the nation street arrange and decrease movement blockage in its urban communities.

The National Highway Development Program dispatched in 2000 is comparative in idea, however littler in scale, to the National Highway System in the U.S. The primary leg of the undertaking connected the four major Indian urban communities of Delhi, Kolkata, Chennai, and Mumbai with a four-path thruway, named the Golden Quadrilateral. The ensuing

periods of the project built up the North-South and East-West parkway hallways and access streets to real seaports. Since its dispatch, more than 20,000 miles of parkways have been updated or are right now being created under the project. Throughout the following decade, the legislature is wanting to redesign another 20,000 miles of parkways separated from building more than 10,000 miles of roads. A large portion of these tasks are being actualized through private division interest, with the legislature retaining part of the expenses for sections where toll accumulations are unrealistic to make the undertaking economically reasonable. Most Indian urban areas have developed without even fundamental arranging of the street system and other foundation. As the quantity of auto proprietors began rising, streets in many urban communities got to be obstructed and contamination levels expanded. Enlarging of internal city streets and development of lifted streets over occupied convergences and level intersections have helped the urban areas to retain the noteworthy increment in vehicle populace in the course of the most recent decade. The central government gives an extensive part of the financing for such undertakings, under projects like the National Urban Renewal Mission.

1.2.2 GOVERNMENT INITIATIVES

The Government of India energizes remote interest in the vehicles segment and permits 100 for every penny FDI under the programmed course. Extract obligation on little autos, bikes, bikes and business vehicles was decreased in February a year ago to 8 for every penny from 12 for every penny to help the 'Make in India' activity of the Indian government.

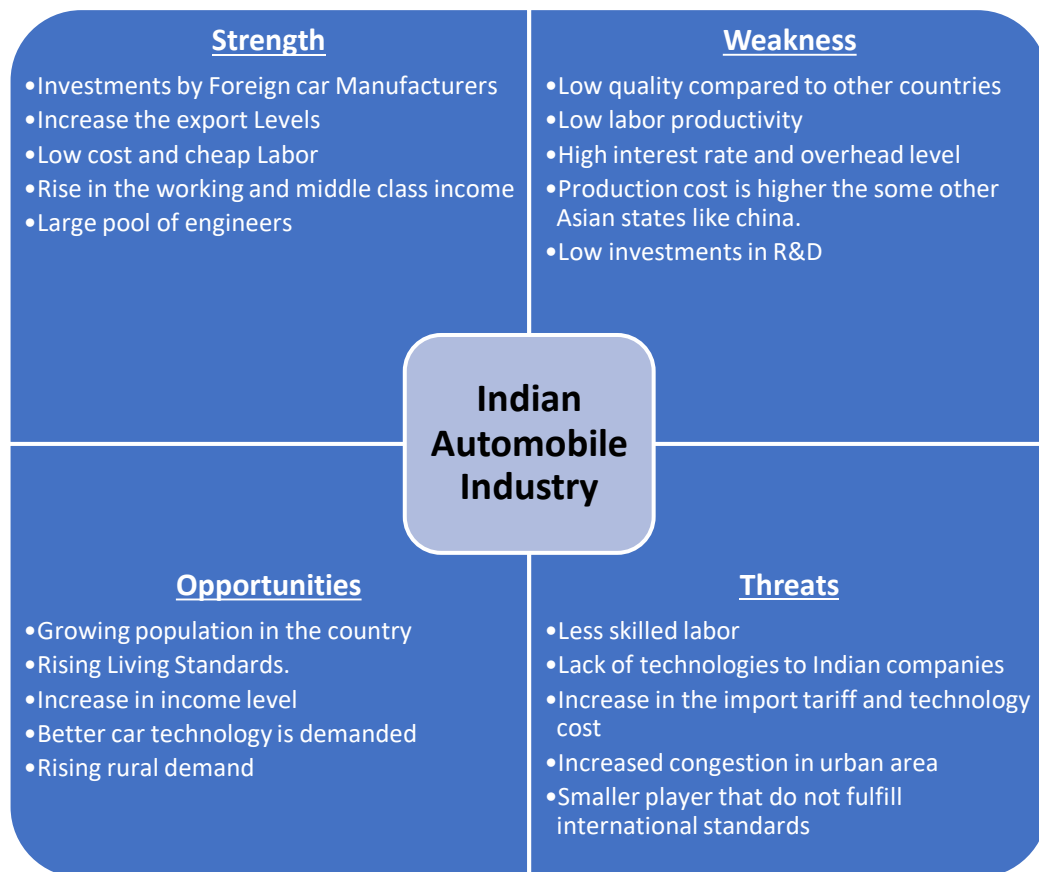


Figure 1.2 SWOT Analysis of the Indian Automobile Industry

A portion of the real activities taken by the Government of India are

- Under the Union spending plan of 2016-17, the Government has declared to give credit of Rs 850,000 to ranchers, which is relied upon to support the tractors portion. The administration is adjusting to guarantee that no less than one relative is monetarily solid to bolster the family. This is required to enhance the conclusions of passage level bikes.
- The Government arrangements to advance eco-accommodating autos in the nation i.e. CNG based vehicle, half, and half vehicle,
- The government has figured a Scheme for Faster Adoption and Manufacturing of Electric and Hybrid Vehicles in India, under the National Electric Mobility Mission 2020 to energize the dynamic actuation of dependable, reasonable, and effective electric and cross breed vehicles in the nation.

- The Automobile Mission Plan for the period 2006–2016, composed by the administration is gone for quickening and supporting development in this division. Additionally, the settled Regulatory Framework under the Ministry of Shipping, Road Transport and Highways, has influence in giving a help to this segment.

1.2.3 KEY AUTOMOBILE MANUFACTURES IN INDIA

- Maruti Udyog
- General Motors
- Ford India Limited
- Eicher Motors
- Bajaj Auto
- Daewoo Motors India
- Hero Motors
- Hindustan Motors
- Hyundai Motors India Limited
- Telco
- TVS Motors
- DC Designs
- Swaraj Mazda Limited
- Daimler India Commercial Vehicles Pvt. Ltd
- *Renault Nissan* Automotive India Private Limited
- *BMW India* Pvt Ltd



Figure 1.3 Advantage India

1.3 COMPANY PROFILE

“RENAULT NISSAN AUTOMOTIVE INDIA PRIVATE LIMITED”

The first joint Renault-Nissan Alliance plant for global markets, the plant at Chennai in India has a production capacity of 400,000 units.

Opened in March 2010, the plant represents an investment of 45 billion rupees (\$990 million) and employs 1,500 people. The first Renault vehicles designed for the Indian market to roll off the production lines were Oleos and Fluence.

The Chennai plant is the first Alliance site to implement a production system based on sharing both companies' knowledge and best practices. The new manufacturing process allows the plant to produce **Renault and Nissan vehicles on the same line.**

1.3.1 VISION

To be a customer – focused and sustainable Alliance manufacturing company that delivers excellence for the global market

1.3.2 MISSION

Guided by relentless focus on creating value for our customers, we will constantly strive to implement the critical initiatives required to achieve our vision.

Customers	Build high quality, affordable and safe cars for everyone
Finance	Build high quality, affordable and safe cars for everyone
People	Provide a safe learning environment with focus on employee development
Process	Provide a high degree of structure and sustenance through Alliance production way

1.3.3 RENAULT – NISSAN ALLIANCE

Signed on March 27 1999, the Renault-Nissan alliance has built a unique business model that has created significant value for both the companies. For over 15 years, employees at Renault and Nissan have worked as partners with an attitude of mutual respect and company pride while keeping brands and corporate identities.

1.3.4 PRINCIPLES OF THE ALLIANCE

The Alliance is based on trust and mutual respect. Its organization is transparent.

It Ensures

- Clear decision-making for speed, accountability and a high level of performance
- Maximum efficiency by combining the strengths of both the companies and developing synergies through common organizations, Cross-Competency Teams and shared platforms and components

The alliance attracts and retains the best talents, provides good working conditions and challenging opportunities. It grows people to have a global and entrepreneurial mindset. It generates attractive returns for the shareholders of each company and implements the best-established standards of corporate governance. It contributes to global sustainable development.

1.3.5 STRUCTURE OF THE ALLIANCE

Renault holds a 43.4% stake in Nissan, While Nissan possesses 15% of Renault shares. Every organization has an immediate enthusiasm for the consequences of the accomplice.

Renault-Nissan B.V, the regular vital administration structure of the Renault-Nissan gathering, was established on walk 28,2002. Joined under Dutch law, Renault-Nissan B.V is similarly possessed by Renault and Nissan. Renault-Nissan B.V is the enlisted office of the Alliance board, which meets frequently in Paris and Tokyo.

Renault–Nissan Alliance is a vital Franco-Japanese organization between vehicles producers Renault, situated in Paris, France, and Nissan, situated in Yokohama, Japan, which together offer more than one in 10 autos around the world. The key organization amongst Renault and Nissan is not a merger or a securing. The two organizations are joined together through a cross-shareholding understanding. In July 2013, Renault-Nissan CEO Carlos Ghosn affirmed the improvement of an all-new auto stage in India to meet the requests of new auto purchasers in the quickest developing economies of the world. The stage, code named CMF-A (Common Module Family - Affordable), is being outlined and built in India, and it is the main all-new vehicle stage composed together from the beginning by both Renault and Nissan groups. The principal autos on the stage was taken off in 2015.

The main vehicle to be delivered was the Nissan Micra. Beginning in 2011, the plant started constructing the Renault Koleos and Fluence. The manufacturing plant is situated in the Oragadam Expansion Scheme and speaks to a venture of about €800 million more than eight years from February 2008 to 2016. The plant – which has full stamping, body, paint, plastic, trim, and suspension shops with` two test tracks—will have the ability to create 400,000 vehicles a year at full increase (40 autos every hour approx.).

The plant can create four separate stages and eight body styles in irregular generation request. Both sub-get together and parts supply to the line are absolutely adaptable. Productivity is enhanced by having guard and plastic moldings created nearby while the sequential construction system brags a very proficient logistics design with a 100% pack supply framework to the line-side which spares administrators picking parts from more than one spot diminishing the need to stroll to gather parts. This is an advancement of what Nissan does at its Oppama, Japan and Sunderland, UK offices. The Renault group underpins power-train advancement, vehicle engineering, information systems, as well as

styling and special project support for Renault's Mumbai-based design studio.

1.3.6 HOW RENAULT-NISSAN OPERATES

Our objective is to develop synergies worth at least €4.3 billion by 2016. To achieve this goal, a convergence plan was undertaken in April 2014 in four key areas for the Alliance: engineering, manufacturing and logistics, purchasing, and human resources.

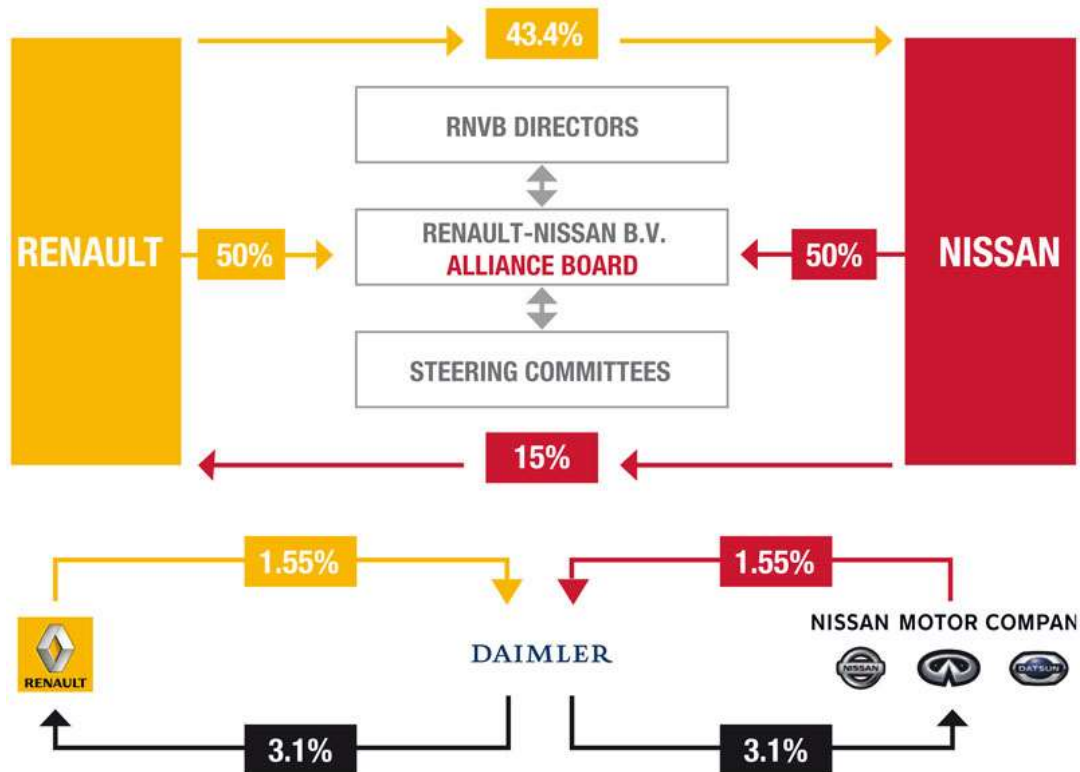


Figure 1.4 Renault-Nissan operates

These four functions are managed jointly for Renault and Nissan, with each under the responsibility of an Alliance Executive VP.

The role of these Executive VPs is to strengthen the integration process in each of the converged functions.

Under the leadership of Arnaud Deboeuf, Alliance Executive Vice President for Renault-Nissan BV and the Alliance CEO Office, a team of Alliance Global VPs and Directors assigned to specific areas is aiming to increase and accelerate synergies.

The Global VP Directors of a global function in the Alliance manage and steer the function. They are in charge of both partners' operations.

The Global Directors coordinate collaborative work between the two companies and see that their operations will help to strengthen synergies. The Steering Committees choose the priority issues and give the working groups support in implementing the Alliance's projects.

These bodies work with the network of joint teams set up by the two companies (Cross Company Teams and Functional Task Teams) to identify opportunities for synergies

1.3.7 OUR SYNERGIES IN THE ALLIANCE

Strategic partnerships: Daimler, AVTOVAZ and Mitsubishi

The Renault-Nissan Alliance has entered into numerous strategic partnerships since its creation.



On April 7, 2010, the Alliance concluded a long-term cooperation agreement with the German group **Daimler AG**. The cooperation is being pursued mainly in projects already under way and in the joint development of vehicle platforms and powertrain components.

1.3.8 OVERVIEW OF RNAIPL:

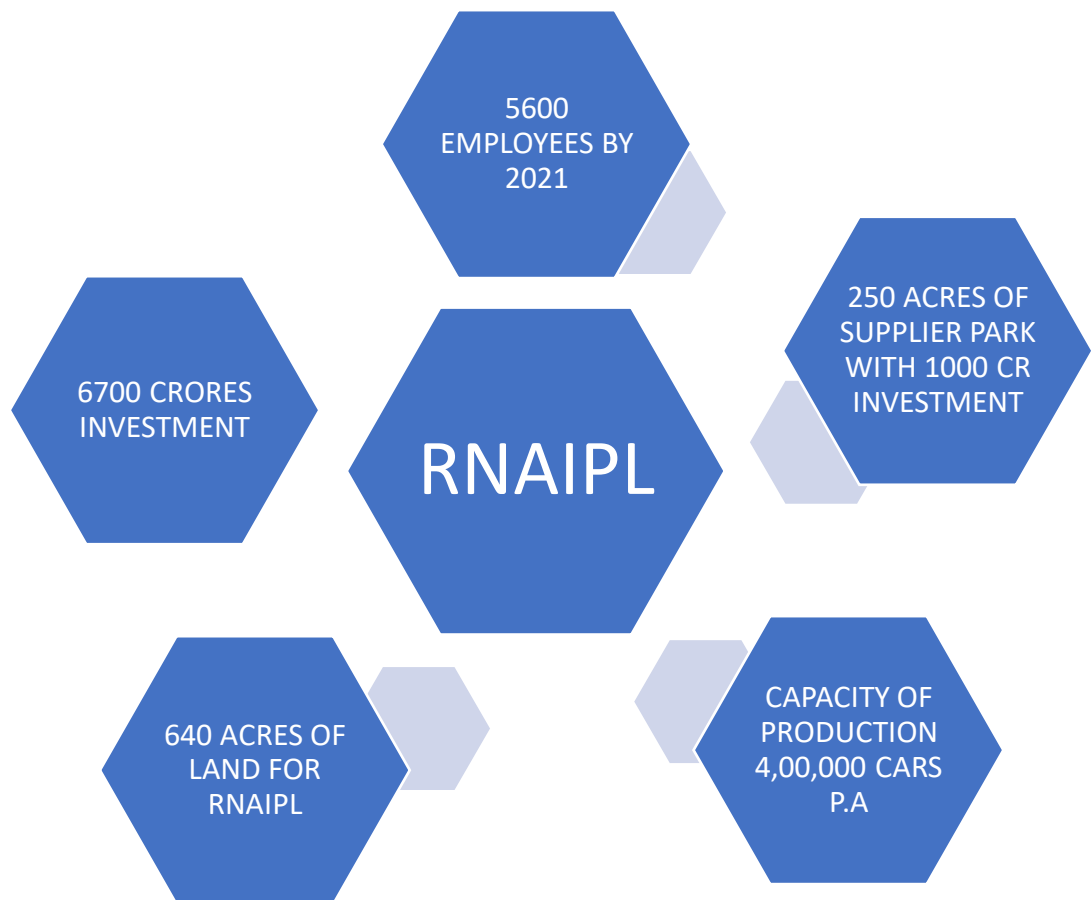


Figure 1.5 Overview of RNAIPL

1.3.9 PLANT LAYOUT

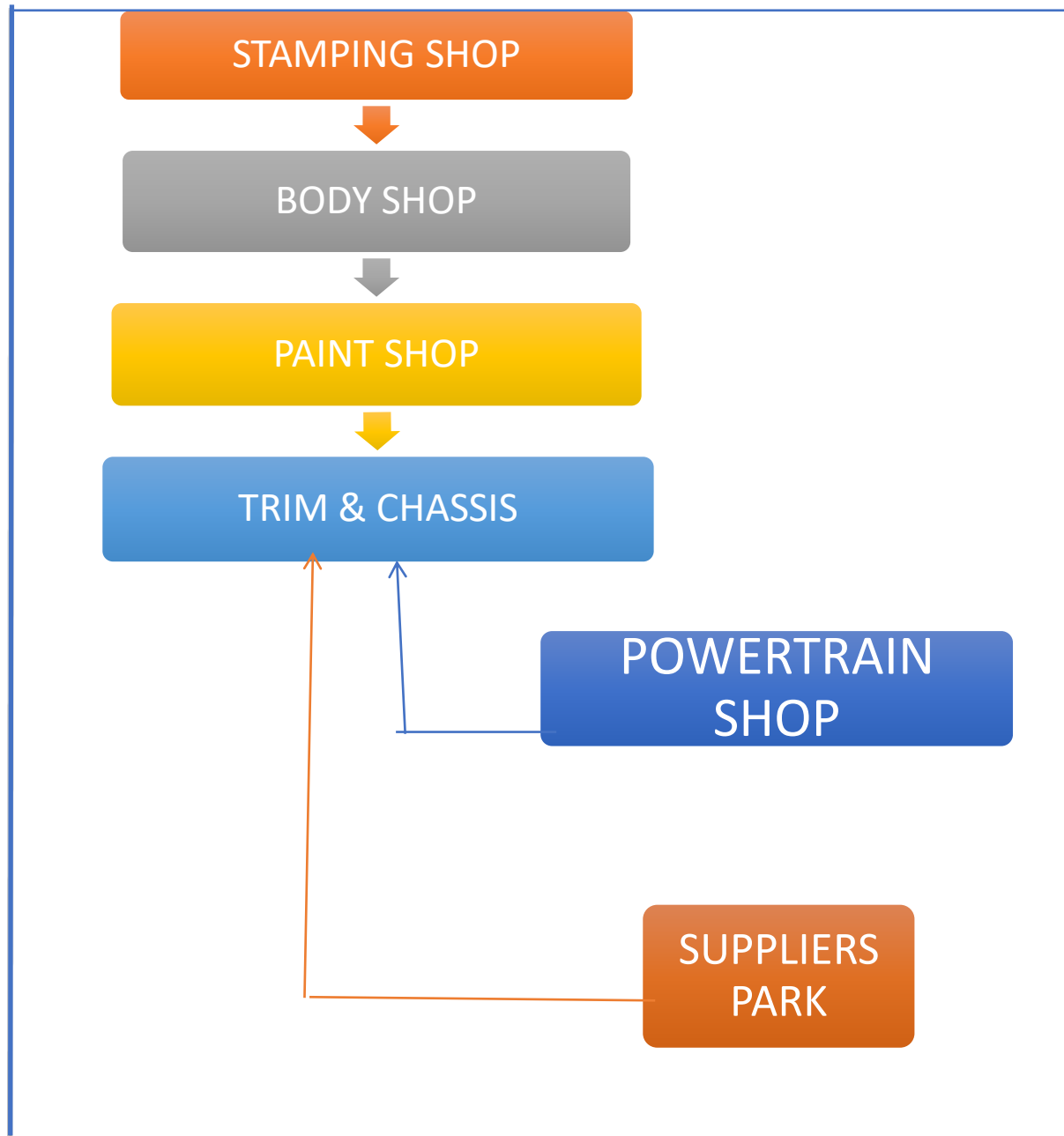


Figure 1.6 Plant Layout

1.3.10 PRODUCTION OVERVIEW

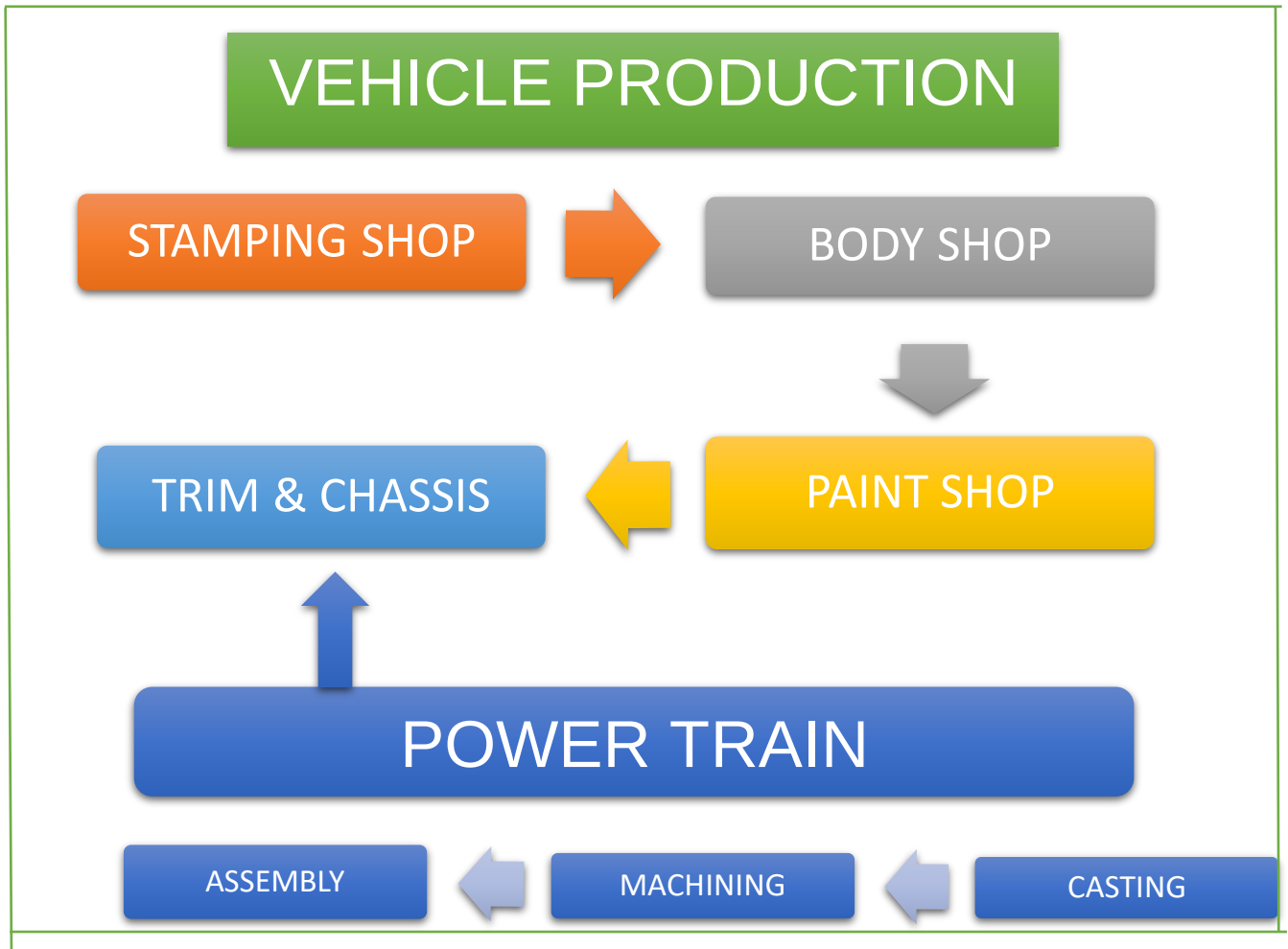
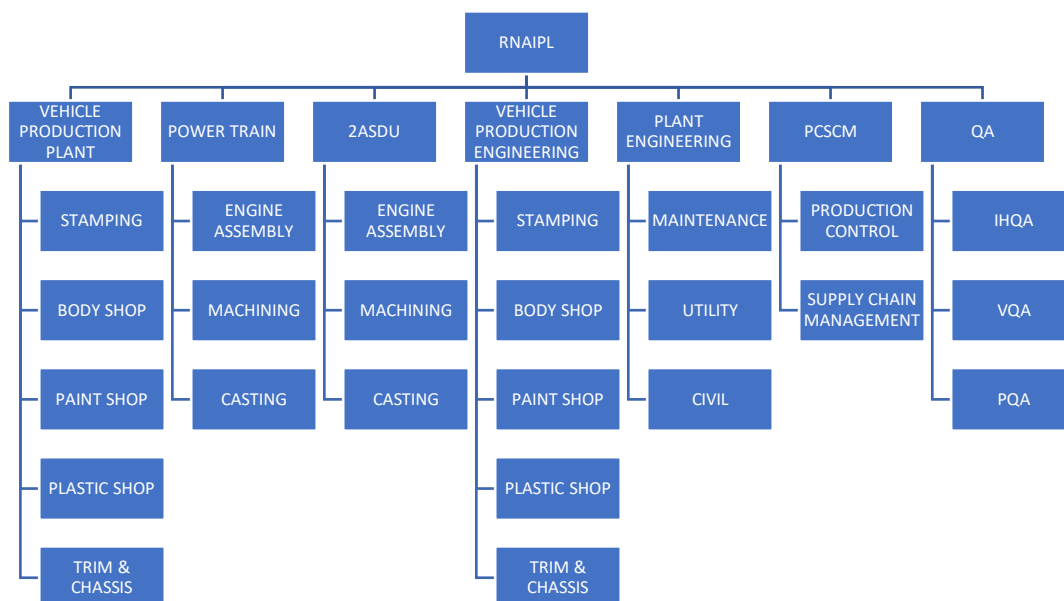


Figure 1.7 Production Overview

1.3.11 RNAIPL Plant structure



RNAIPL plant consists of “7” production departments and several shop floors in each department

Table 1.8 – RNAIPL Plant Structure

Department	Main Shop floors
VPP	5 – Stamping, Body shop, Paint shop, Plastic shop, Trim & Chassis.
PT	3 – Engine Assembly, Machining, Casting.
2ASDU	3 – Engine Assembly, Machining, Casting.
VPE	5 – Stamping, Body shop, Paint shop, Plastic shop, Trim & Chassis.
PE	3 – Maintenance, Utility, Civil.
PCSCM	2 – Production Control, Supply chain Management
QA	3 – IHQA, VQA, PQA.

1.3.12 RNAIPL DESIGNATION HIERARCHY

The hierarchy of designation is given below see

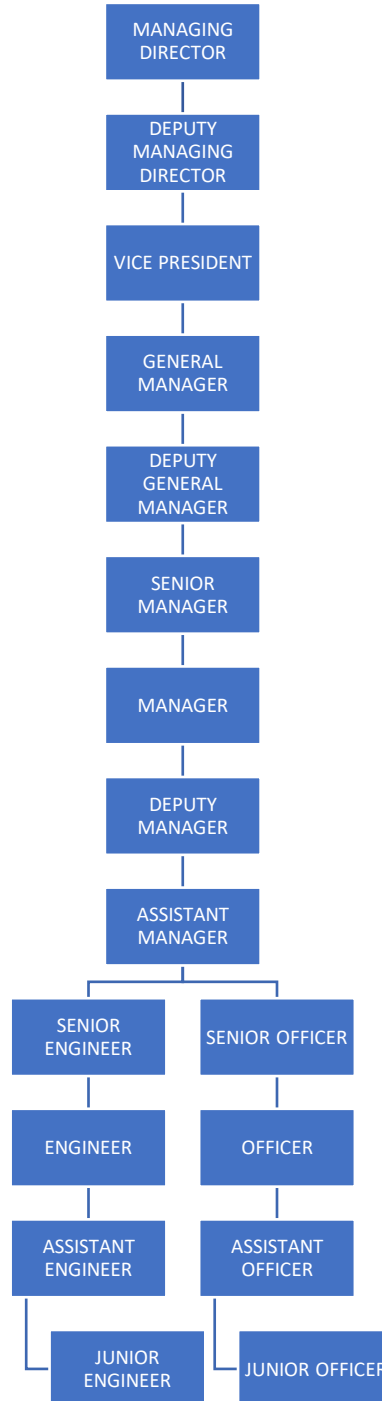


Figure 1.9 – RNAIPL Employee Hierarchy

1.3.13 VEHICLES PRODUCTION



Confidential C

2.1mil CARS PRODUCED

CARS EXPORTED TO 69 COUNTRIES

EXPORTING 3912 PARTS TO 29 COUNTRIES



Confidential C

1.4 NEED FOR STUDY

- To ensure that current employee engagement in the organization is effectively motivating the employees or not.
- To find out what motivates its employees so that it can plan a suitable employee engagement and gain better results.

1.5 SCOPE OF THE STUDY

The study was confined to identify the level of engagement in the company. The study covered different departments in the company they were selected based on convenient sampling. The employee surveys are carried out for finding the level of engagement.

1.6 OBJECTIVE OF THE STUDY

1.6.1 Primary objective

- To understand the impact of employee engagement in Renault Nissan Automotive India Private Limited.

1.6.2 Secondary objectives

- To study the major factors influencing the employee engagement.
- To study the perception of employee toward employee engagement.
- To study the steps adopted by the organization to increase employee engagement.
- To study the effectiveness of employee engagement.
- To offer suggestion for employees based on the study.

1.7 Limitations of the Study

- The period of project study is limited to the time span of Jan 2021 to March 2021. Hence all the data collected, and the temporal context would be limited to the above period only.
- The study is limited to employees of RNAIPL only.
- This is limited to the extent of data generation available through that method.
- Some of the respondents were reluctant in giving information.
- The analysis has been done based on the collected data figures only.

CHAPTER II

2. REVIEW OF LITERATURE

Neha Gupta, Vandana Sharma (2016),

Due to Globalization of organization there is a drastic change in job description as well as in work force diversity. So now, Employee engagement has emerged as an important management-focused activity in order to compete and perform in a dynamic and competitive environment that create a linkage with the organization's goals and objectives. This article aims to provide an exploratory study on employee engagement, with its concepts and definitions, factors or drivers affecting it, also finds the measures to enhance it and importance for better business outcomes. The methodology used for this study includes selected literature reviews on employee engagement. As a result, Employee engagement is found to be a continuous process and its must for an organization. According to this study employee engagement is found to be an integration of varied behavioral components, like commitment, involvement, attachment, discretionary effort, energy, positive attitude and psychological presence that leads the worker potential into employee performance which is positively linked with organization success.

Sapna Popli, Irfan A. Rizvi (2016),

The primary objective of this research article is to review the drivers of employee engagement especially the influence of leadership style. So they used a multi-cross-sectional descriptive design i.e., Multi-factor Leadership Questionnaire (MLQ-5X Short Rater Form) for leadership style and E3 (Development Dimensions International [DDI]) to capture employee engagement. The empirical study is predicated on the info collected from 340 front-line employees from five organizations across the service sector within the Delhi. This study highlights the importance and the significant role of employee engagement and the role played by leadership styles in developing a culture of engagement. The results from this study reveal significant relationships between leadership styles and employee engagement. A moderating influence aged and education was also found within the relationship between leadership styles and employee engagement. Hence, it suggests ensuring an appropriate leadership styles and human resource (HR) practices to drive engagement that leads to performance.

V. Kumar and anita pansari 2015,

It's documented that employees' attitudes toward the organization have a big effect on how they approach their jobs and the way they treat customers. But recent research also suggests that prime levels of employee engagement are related to higher rates of profitability growth. This research focuses on the most common and a very lead question that every company has, "Why should companies care about employee engagement?" the below are its findings that provide answer for the entire study. (1) Measuring employee engagement can reveal areas of employee development that need attention. (2) Employees personify the company's service philosophy. (3) Having highly engaged employees is associated with higher profit growth.

Karanges et al (2015)

Internal communication is an important concept for internal public relation to create a positive organizational environment that leads to employee engagement. This paper is made to understand the relationship between internal communication and employee engagement empirically. So, surveys and regression analysis were used to complete this study. After analyzing the data obtained through Surveys(online) and results gained from regression analysis the following three results were found. (1) The internal supervisor communication and internal organizational communication and the need to support these functions are strategically contributes to the overall internal communication function. (2) The research contributes to social exchange theory by providing evidence that internal communication facilitates interactions between an organization, supervisors, and employees which create workplace relationships. (3) This study acknowledges the importance of internal communication to express values and goals, that pave the way for favorable organization employee relationship. To put altogether in a simple way, the internal organizational communication and internal supervisor communication support workplace relationships and have a significant part to play in developing and maintaining optimal employee engagement.

ManiamKaliannan, Samuel NarhAdjovu(2015),

Employee engagement is considered as an “engine” in talent management that drives its gain from effectiveness of various environmental factors that are both internal and external to the organization. Employee engagement done by implementing various strategies. It supports organizational branding and reputation among employees. This paper explores the strengths and weakness of employee engagement strategies implemented by a telecommunications organization in Ghana. To Do this research Quantitative research approach was adopted and 137 responses were recorded. The findings of this research reveal that the engagement strategies implemented by the organization has achieved a great level of satisfactory.

Valentin, M.,Valentin, C.and Nafukho, F. (2015),

The main purpose of this paper is to explore implications of motivational potential that are highly correlated to the self-determination theory (SDT) (intrinsic motivating factors), in reference to corporate social responsibility (CSR). This paper specifies key antecedents of engagement within the theoretical framework of the self-determination theory because it relates to employee engagement and CSR. The methods used for the aim of this paper include a review of the relevant literature utilizing the descriptors of employee engagement, SDT and CSR. Alternative descriptors weren't questioned here. supported this research findings, a conceptual model was formulated and put forth for research and practice. it's demonstrated within the paper that employee engagement features a good selection of benefits for all involved and focuses on key antecedents of engagement created through CSR initiatives and intrinsic motivating factors as acknowledged from SDT, which may serve to provide a comprehensive representation of the likely influences of intrinsic motivating drivers on employee engagement. the most limitations of this paper is that it's conceptual in nature because it was designed to empirically test the conceptual model developed during this research.

Sowath Rana(2015),

The purpose of this paper is to seem at the relationships between high involvement work practices (HIWPs) and employee engagement. HIWPs contains four main attributes: they're , (a) power – employees have the facility to form decisions and/or to participate in decision-making; (b) information – information is shared among employees; (c) reward – employees are rewarded for his or her good performance; (d) knowledge – employees are given the required training to try to do their work. This paper investigates the connections between engagement and each of these practices and proposes a conceptual model that links these relationships. As a result, it's found that the high involvement work practices (HIWPs)has high influence and impact on employee engagement.

S Biswas, J Bhatnagar 2013,

The purpose of this paper is to seek the display of multi-dimensionality of individual affect and attitude that captures the cognitive, emotional, and behavioral components of work-related roles. Employee engagement is found to be one such variable. Also, this paper contributes to theory building in the employee engagement and organizational commitment domains. This paper analyses the mediating role of employee engagement between perceived organizational support (POS)and person-organization support (P-O fit) as the antecedents and organizational commitment and job satisfaction as the consequences. And it also attempts to establish a validity between employee engagement and organizational commitment. It is done by choosing six Indian Organization and a sample of 246 Indian Managers. The findings show that P-O fit and POS has direct effect on employee engagement, that leads to the change in organizational commitment and job satisfaction. It suggests that when individuals perceive positive levels of organizational collaboration then they are ultimately encouraged towards giving higher level of effort.

Merrill et al (2013),

The main purpose of this study is to raise understand the combined influence of employee engagement, health behavior, and physical health on job performance and absenteeism. in order that they have used an analysis that's through with the responses recorded from 20,114 employees (n=20,114). All those employees were from three geographically dispersed area of us, all have completed the Heathway's Well-Being Assessment from 2008 to 2010. As a result, it's found that employee engagement, health behavior, and physical health indices were simultaneously significantly associated with job performance and also with absenteeism. Employee engagement had a greater association with job performance than did the health behavior or physical health indices, whereas the physical health index was more strongly related to absenteeism. therefore, the findings of the study suggest, Efforts taken to enhance worker productivity should be of a holistic approach that results in employee health improvement and engagement strategies.

Keith Townsend, Adrian Wilkinson &John Burgess (2013),

The contradictory objectives of consent and control within the employment relationship means there's no single best way of managing and furthermore, all managerial strategies are 'routes to partial failure'. This paper examines 'managerial strategies' toward employment relations in three organizations attentively on the 'success' aspect of Hyman's partial failure notion. The respective management teams of every case study are involved in management strategies to lift the quality of how they engage with employees. While the indeterminacy of labor ensures that managerial strategies will never be complete. This paper seeks to raised understand how collaborative approaches to employment relations, as an example partnership, can co-exist, complement, or contradict within organizations with more individualized approaches to managing people, for instance, employee engagement.

Paul Fairlie(2011),

This study addresses the controversial problem of modern and past research, i.e., “Do the meaningful work create an impact on employee engagement or not”. This is done by demonstrating the value of meaningful work in human resource development (HRD) practices involving employee engagement. To complete this study a web-based survey with the sample size of (n = 574) was conducted among North American employees. Meaningful work characteristics were compared to other work characteristics such as employee engagement, burnout, job satisfaction, organizational commitment, and turnover cognitions by using regression and correlation analysis. The result shows that the Meaningful work characteristics had the strongest relationship with multiple employee outcomes, and it has its own influence on employee engagement. Hence the past researches findings were proven right. Of course, the meaningful work has its impact on employee engagement.

Jamie A. Gruman, Alan M. Saks (2011),

Many organizations are putting a great deal of efforts to emphasis their Performance Management System with the aim of generating higher levels of job performance. This study suggests that producing performance increments may be best achieved by orienting the performance management system to promote employee engagement. They also provide a new approach to the performance management process that includes employee engagement and the key drivers of employee engagement such as coaching, training, performance management, feedback, engagement appraisal, leadership etc. at each stage. This paper also exhibits a model of engagement management that incorporates the main ideas of this paper and suggests a new perspective for thinking about how to predict and manage employee engagement to realize high levels of job performance. As a result, it is found that effective performance management will help the organization to create and sustain high level of employee engagement which will lead to higher levels of performance.

Karen Kelly Wollard, Brad Shuck (2011),

Employee engagement is emerging concept in the HRD literature, with demonstrated organizational benefits; yet little is known about its antecedents. This article purpose is to explore conceptual and empirically driven antecedents as well as differentiate the two perspectives. Result of a structured literature review method, 42 antecedents were grouped by application at the individual and organizational level.

WilmarSchaufeli & Marisa Salanova (2011),

This paper focus on five conceptual issues in order to better catch the exact concept of work engagement: (1) "What's in the name" of engagement? It uses an operational rather than a conceptual definition of engagement and thus it did not make clear "what's in the name" of work engagement, for instance as distinguished from employee engagement; (2)What is its relationship with burnout? Rather than two sides of the same coin, work engagement and burnout are two different coins (3) How to differentiate work engagement from task engagement? An additional differentiation between work engagement and task engagement seems feasible (4) How to distinguish between collective and individual work engagement? Collective work engagement is more than the sum of individual work engagement (5) What are the dark sides of work engagement? Burnout and not workaholism is the dark side of work engagement This paper has contributed to a better conceptualization of work engagement, not only that it also provides idea and guidelines for other research work.

Eean R. Crawford, Jeffery and Bruce Louis Rich (2010),

The general purpose of this research is to understand how working conditions function as antecedents of engagement and burnout by using the job demands–resources model as theoretical basis. It is done by considering four below hypothesis. Hypothesis 1: Job demands, whether challenges or hindrances, are positively related to burnout. Hypothesis 2: Job resources are negatively related to burnout. Hypothesis 3: Job resources are positively related to engagement. Hypothesis 4: The relationship between job demands and engagement depends on the type of the demand. As a result, the fourth hypothesis is proven to be correct that is the negative relationship of hindrance demands with engagement is robust across the specific types of hindrance demands. The specific sorts of hindrance demand generally don't exhibit differential relationships with engagement.

Sharma Baldev R. & Raina Anupama, 2010,”

Employee engagement has emerged together of the foremost important topics within the sphere of human resource management. It stands for the extent to which the workers are committed to the vision, mission and goals of the organization and involved the work they are doing. This paper seeks to ascertain the level of employee engagement and the determinants thereof among the sales executives of a private sector organization. Sample for the study consists of 51 sales executives of a producing organization located within the capital Region. Data were collected with the assistance of an 80-item “structured” questionnaire and analyzed using the SPSS package. The findings show low rating on all 14 parameters of the study. Multiple regression analysis revealed that four out of the 12 potential predictors, all of which belong to the situation within which the employees are working, are the critical determinants of employee engagement.

Karen Kelly Wollard, Brad Shuck (2009),

The employee engagement has gained considerable attention in the 20th century yet it remains inconsistently defined and conceptualized. This gap has resulted in a disjointed approach to understand and develop strategies around employee engagement within organizations. This paper explores the development of employee engagement through a historical view using the literature review. Employee engagement is a working definition is proposed and implications for theory, scholarship and organizational practice are discussed. Therefore, the gap in knowledge between the needs of organizations and the ability for professionals to respond effectively is problematic for HRD scholars, researchers, and practitioners as well as for the organizations. So, the Organizations look for HRD professionals who have effective, and meaningful approaches to create, build, and maintain employee engagement. As a result of the research it is found that the Organizations should appreciate the potential of their engaged employees by implementing Strategies, using tools and techniques in order to get productive and passionate contribution from the work force that leads to the success of their organizations.

Drea Zingami et al (2009),

The purpose of this text is to reply to the shortage of consistency within the academic and practitioner literature regarding the construct of employee engagement and to supply a platform for the research and use of a refined construct called employee work passion. This article analyses the differences between the concepts of engagement of two group of writers and proposes a new definition and framework based on social cognitive theory. As a result, below three recommendations are made for human resource development researchers and practitioners who seek to improve both the data and the strategies used in constructing engagement or work passion surveys. Engagement or passion surveys should, (a) specifically assess the affective components of the appraisal process (b) Differentiate descriptive cognitions and intentions (c) Separate and collaborate intentions from behaviors.

Sakes and Rotman, 2006,

This study explores how corporate leadership influences the effectiveness of internal public relations by linking CEO credibility, employee evaluation of the organizational reputation and employee engagement. To find that an online survey of 157 employees from 500 company were chosen. The findings resulted that CEO credibility is positively associated with organizational reputation and employee engagement. i.e., organizational reputation significantly and positively affects employee engagement. Employee perception of organizational reputation fully connected to CEO credibility that impact on employee engagement.

Susan Cartwright, Nicola Holmes (2006),

Changes in the workplace lead to increase the demands on employees significantly, often that may result in affecting their health and personal life. As organizations have expected more from their workforce and have provided little in return other than simply a job or employability, leads to increase in employee cynicism and mistrust. According to a recent survey over 80% of the workforce are currently lacking any real commitment in their jobs. As individuals become increasingly disenchanted and disillusioned with work and fatigued by the constant demand to vary and to be flexible in response to organizational needs, employers now need to actively restore the balance, recognize the meaning and emotional aspects of labor and move towards creating a more energized, fulfilled and engaged workforce. This means not only maintaining a way of balance between needs and values concerning work but also ensuring a wider work-life balance. This article cares with redressing the balance and therefore the organizational got to recognize the meaning and emotional aspects of labor. To put the findings of this study in words, it forms a beautiful quote .i.e., "Work is about a search for daily meaning as well as daily bread, for recognition also as cash, for astonishment instead of torpor, briefly for a kind of life instead of a Monday to Friday kind of dying".

CHAPTER III

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 Sampling method

The sampling design used for the study by the employees in Convenient sampling. Its convenience sampling most often used during the exploratory phase of the research project and is perhaps the best way of gathering some basic information quickly and efficiently.

3.2 SAMPLING TECHNIQUE

3.2.1 Descriptive Research Design

Descriptive Research studies are mainly concerned with description of characteristic of a particular individual (or) a group. Studies concerned with specific predictions with narration of facts and characteristics concerning individual, group (or) situation are all examples of Descriptive research studies. This research includes surveys and fact-finding enquires of different kind. The major purpose of descriptive research is description of the situation, as it exists at present.

3.3 SOURCES OF DATA

3.3.1 Primary Data

Mapping can be collected using questionnaires. To assess the competency of the employees, questionnaire will be distributed to the employees in the organization. The research instrument used in study is a questionnaire. The questionnaire is divided into 2 parts. The first part consists of demographic detail, the second part consists of questions which are used to find the impact of employee engagement.

3.3.2 Secondary Data

Secondary data is one type of quantitative data.

3.4 STRUCTURE OF QUESTIONNAIRE

There are two type of questions closed ended and closed questions. Closed questions provide respondents with a list of options which they choose.

3.5 SAMPLING SIZE

It refers to the number of elements to be included in the study. Sample size in complex and involves several qualitative and quantitative considerations. Sample size is 146 taken in Renault Nissan Automotive India Pvt Ltd.

3.5.1 Sampling area

Renault Nissan Automotive India Private Limited

3.6 PERIOD OF STUDY

The period of the study is from January 2021 to March 2021.

3.7 Analytical Tools

1. Percentage analysis
2. Chi-square

CHAPTER - 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

Table 4.1.1 Age of the respondents

Age of the respondents	Frequency	Percent	Valid Percent	Cumulative Percent
20 to 25 years	18	12.3	12.3	12.3
26 to 35 years	62	42.5	42.5	54.8
36 to 45 years	40	27.4	27.4	82.2
46 to 55 years	26	17.8	17.8	100
Total	146	100	100	

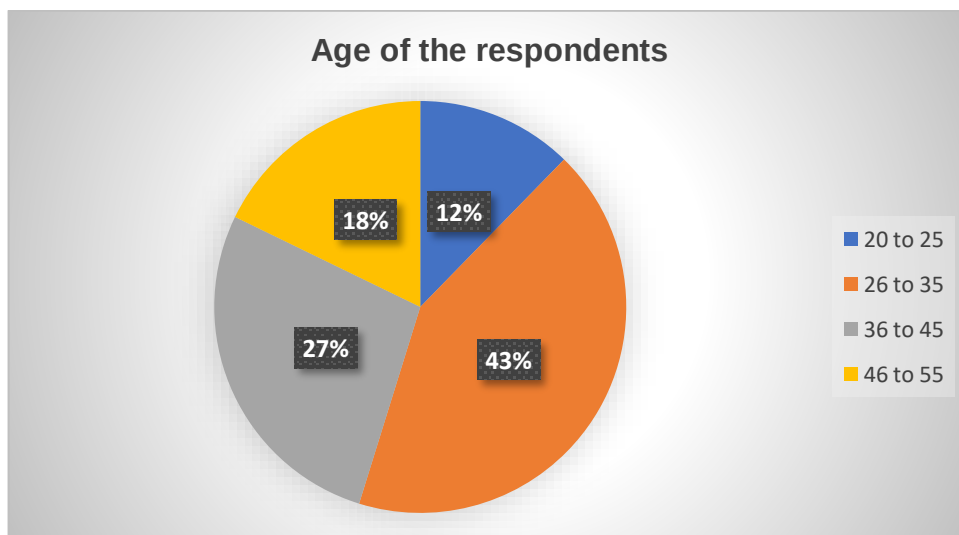


Chart 4.1.1 Age of the respondents

INTERPRETATION

From the above table interpreted that the 43% of the respondents are between the age of 26 to 35 years, and 27% of the respondents are between the age of 36 to 45 years, 18% of them are between the age of 46 to 55 years and 12.3% of respondents are between the age 20 – 25 years.

INFERENCE

Majority (43%) of the respondents fall in the age category of 26 to 35 years.

Table 4.1.2 Gender of The Respondents

Gender of the respondents	Frequency	Percent	Valid Percent	Cumulative Percent
Male	92	63	63	63
Female	54	37	37	100
Total	146	100	100	

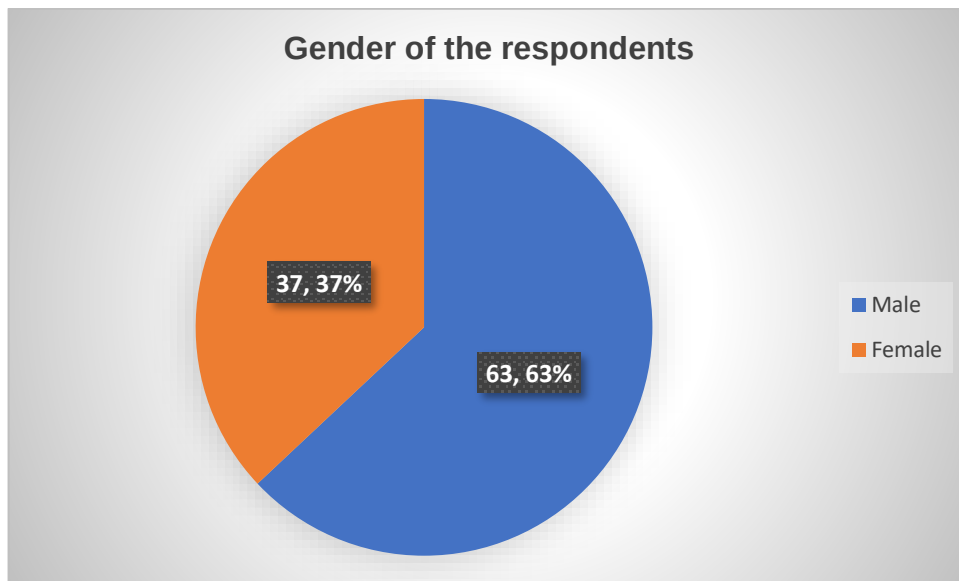


Chart 4.1.2 Gender of The Respondents

INTERPRETATION

From the above table it is interpreted that 63% of the respondents are male and 37% of the respondents are female.

INFERENCE

Majority (63%) of the respondents are male.

Table 4.1.3 Designation Status of The Respondents

Designation	Frequency	Percent	Cumulative Percent
Officer	47	32.2	53.4
Senior officer	42	28.8	83.6
Superior	24	16.4	100
Assistant Manager	15	10.3	10.3
Deputy Manager	3	2.1	12.3
Manager	13	8.9	21.2
Senior Manager	2	1.4	54.8
Total	146	100	

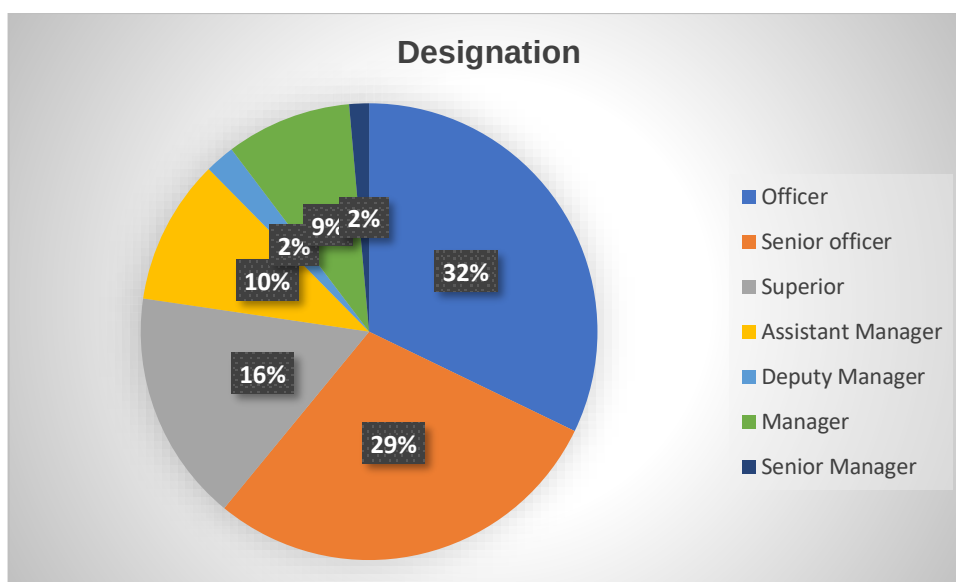


Chart 4.1.3 Designation of The Respondents

INTERPRETATION

From the above table it is interpreted that 32.2% of the respondents are Officers and 1.4% of the respondents are Senior Manager.

INFERENCE

Majority (32.2%) of the respondents are officers.

Table 4.1.4 MARITAL STATUS OF THE RESPONDENT

Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Married	116	79.5	79.5	79.5
Unmarried	30	20.5	20.5	100
Total	146	100	100	

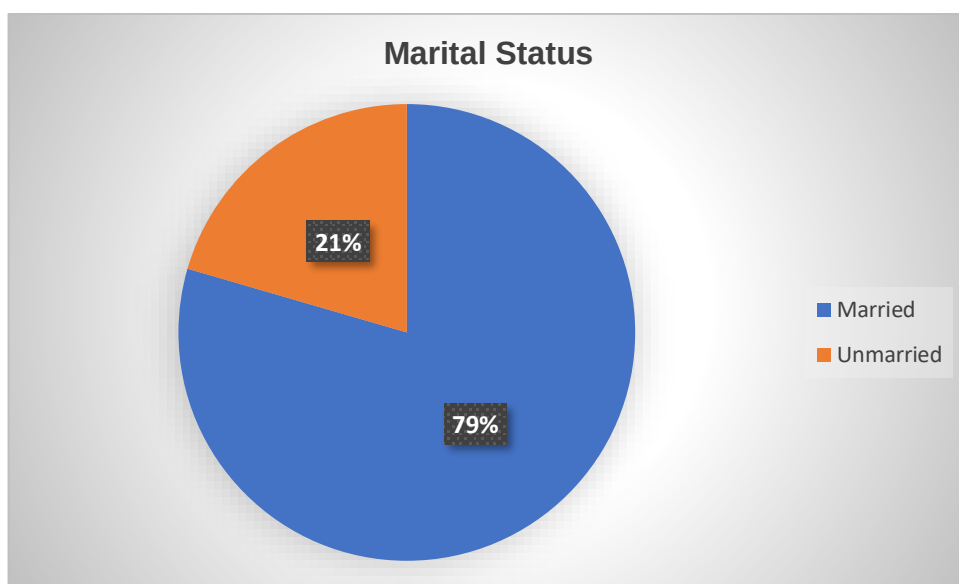


Chart 4.1.4 Marital Status of The Respondents

INTERPRETATION

From the above table it is interpreted that 79.5% of the respondents are married and 20.5% of the respondents are unmarried.

INFERENCE

Majority (79.5%) of the respondents are married.

TABLE 4.1.5 EDUCATION QUALIFICATION OF THE RESPONDENT

Education Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
IT/Diploma	21	14.4	14.4	14.4
Undergraduate	54	37	37	100
Postgraduate	65	44.5	44.5	63
Others	6	4.1	4.1	18.5
Total	146	100	100	

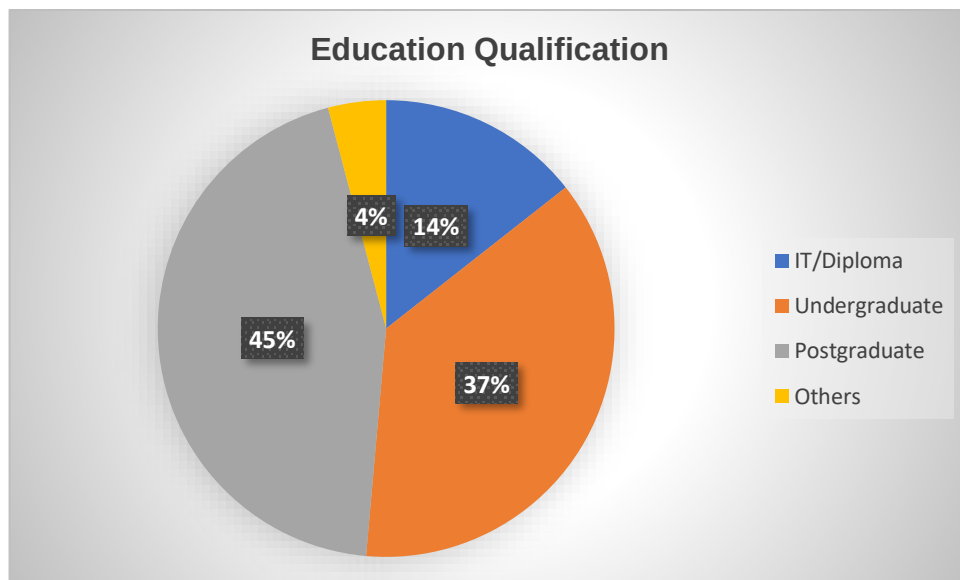


Chart 4.1.5 Education Qualification of The Respondent

INTERPRETATION

From the above table it is interpreted that the number of 45% of the respondents are post graduate, 37% is undergraduate, 14% is IT/Diploma and 4.1% is others.

INFERENCE

Majority 45% of the respondents are Post graduate.

Table 4.1.6 EXPERIENCE STATUS OF THE RESPONDENT

Experience of the respondents	Frequency	Percent	Valid Percent	Cumulative Percent
Up to 2 Years	10	6.8	6.8	8.2
3 to 6Years	34	23.3	23.3	31.5
7 to 10 years	49	33.6	33.6	65.1
11 to 15 years	51	34.9	34.9	100
Above 15 years	2	1.4	1.4	1.4
Total	146	100	100	

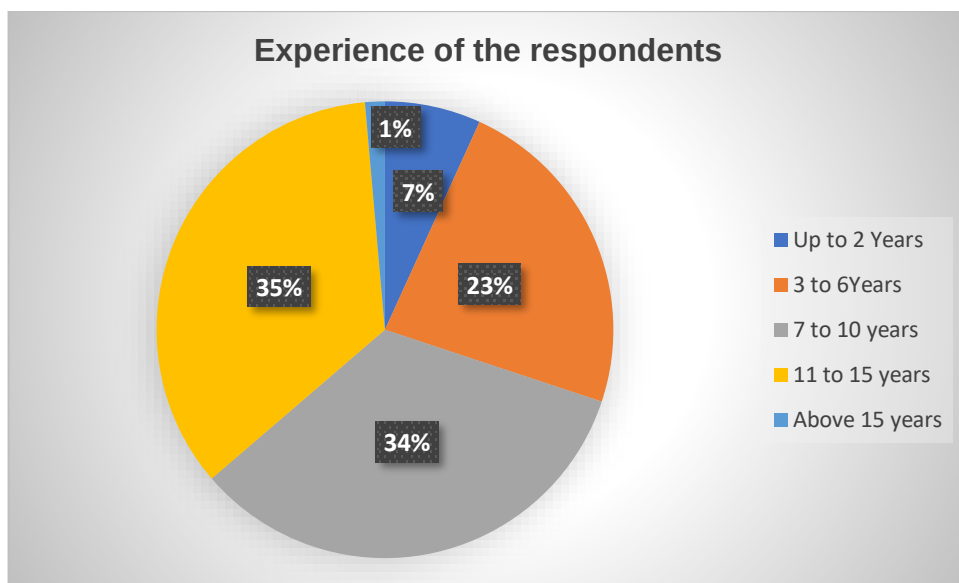


Chart 4.1.6 Experience Status of The Respondent

INTERPRETATION

From the above table it is interpreted that 35% of the respondents are between the year of 11 to 15 years, 34% is 7 to 10 years, 23% is 3 to 6 years and 7% is up to 2 years and 1% of the respondents are between the years of above 15 years.

INFERENCE

Majority (35%) of the respondents are between the year of 11 to 15 years.

Table 4.1.7 EMPLOYEES FEELS PRODUCT TO BE PART OF THE COMPANY

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	25	17.1	17.1	80.8
Agree	93	63.7	63.7	63.7
Neither Agree	14	9.6	9.6	90.4
Disagree	11	7.5	7.5	97.9
Strongly Disagree	3	2.1	2.1	100
Total	146	100	100	

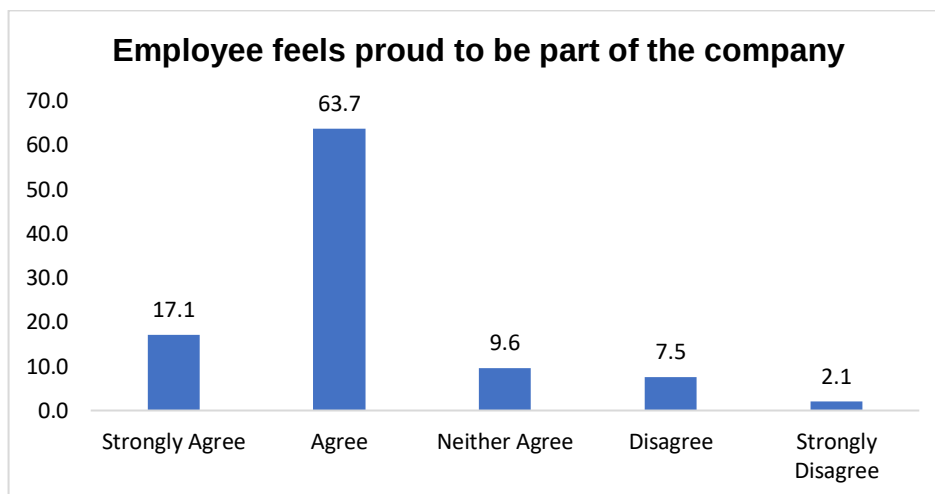


Chart 4.1.7 Employee Feels Product to Be Part of The Company

INTERPRETATION

From the above table it is interpreted that 63.7% of the respondents says agree, 17.1% says strongly agree, 9.6% says neither agree, 7.5% says disagree and 2.1% says strongly disagree.

INFERENCE

Majority (63.7%) of the respondents says agree for feel product to be part of the company.

Table 4.1.8 Period of Working in The Company

	Frequency	Percent	Valid Percent	Cumulative Percent
1 to 3 years	34	23.3	23.3	23.3
4 to 6 years	45	30.8	30.8	76.7
7 to 9 years	34	23.3	23.3	100
10 to 12 years	33	22.6	22.6	45.9
Total	146	100	100	

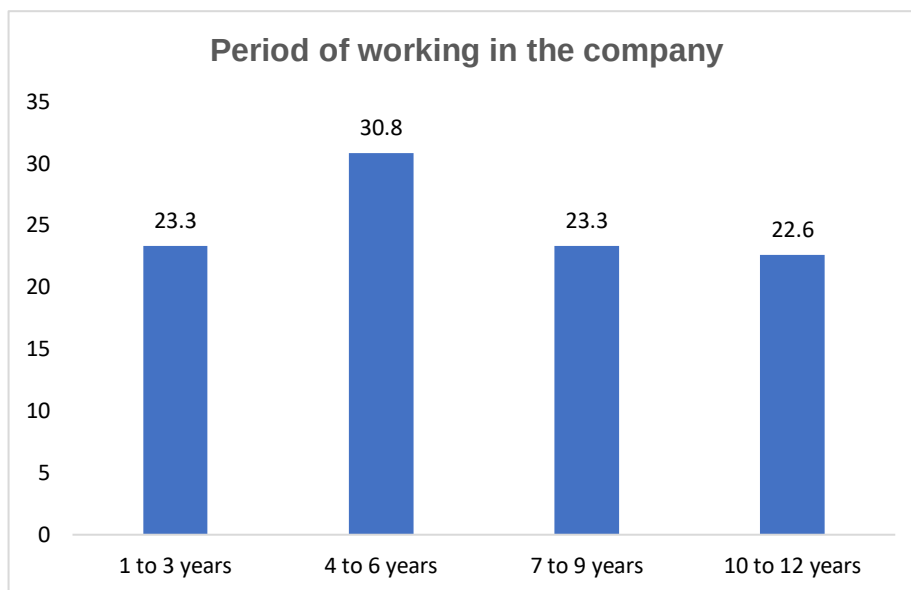


Chart 4.1.8 Period of working in the company

INTERPRETATION

From the above table it is interpreted that 30.8% of the respondent says 4 to 6 years and 22.6% is 10 to 12 years and 23.3% is 1 to 3 years and 7 to 9 years.

INFERENCE

Majority (30.8%) of the respondents are between 4 to 6 years.

TABLE 4.1.9 BEST FRIEND AT WORK

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	136	93.2	93.2	93.2
No	10	6.8	6.8	100
Total	146	100	100	

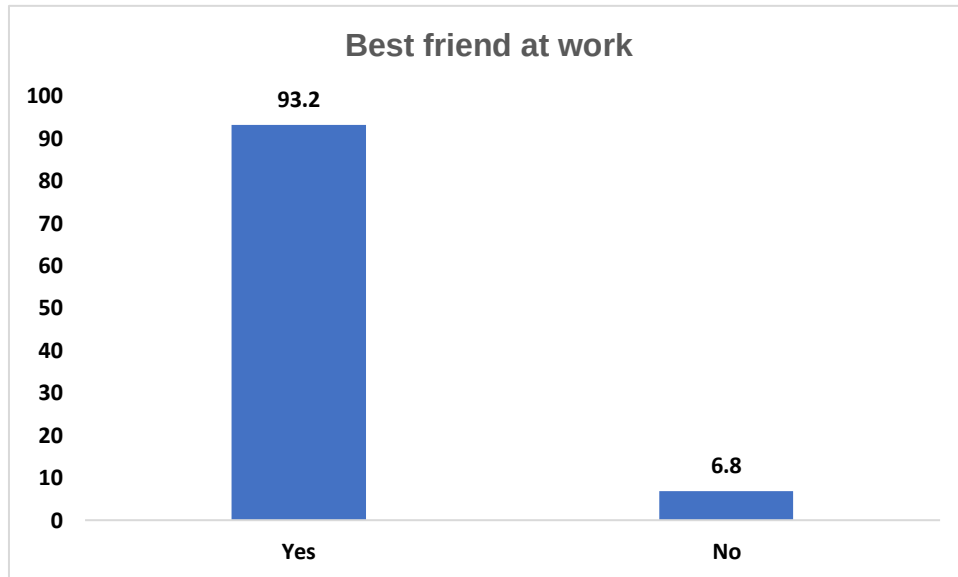


Chart 4.1.9 Best friend at work

INTERPRETATION

From the above table it is interpreted that 93.2% of the respondents are say that they have best friend at work and 6.8% of the respondents say that they don't have friends at work.

INFERENCE

Majority (93.2%) of the employees agreed that they have best friend at work.

TABLE 4.1.10 EMPLOYEE MOTIVATION FOR GOOD WORK

	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely motivated	21	14.4	14.4	61
very motivated	68	46.6	46.6	46.6
somewhat motivated	42	28.8	28.8	100
Slightly Motivated	10	6.8	6.8	71.2
Not at all motivated	5	3.4	3.4	64.4
Total	146	100	100	

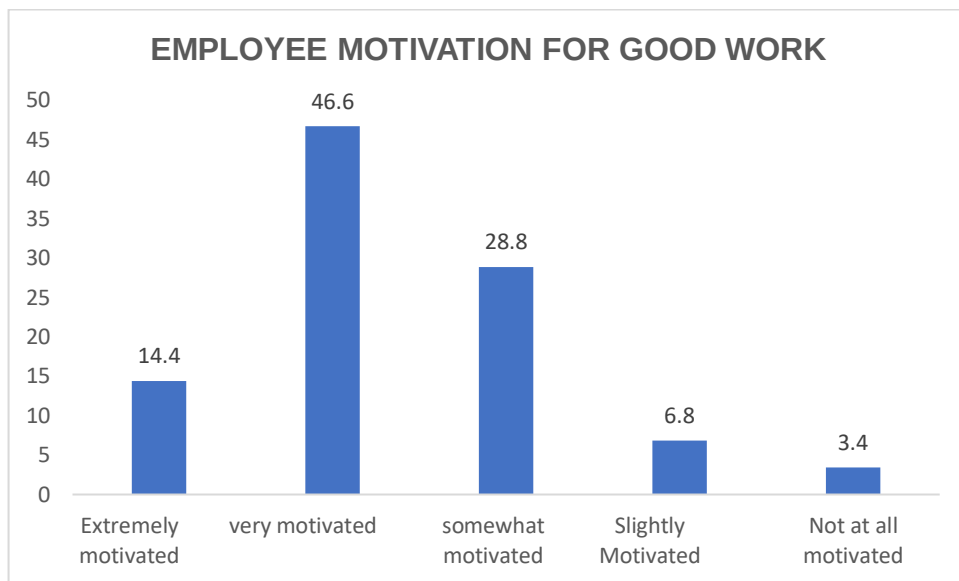


Chart 4.1.10 Employee motivation for good work

INTERPRETATION

From the above table it is interpreted that 47% of the respondents says that they are really motivated for their good work and 3.4% of the respondents says that they are not motivated for their good work.

INFERENCE

Majority 47% of the respondents says yes that they are motivated for good work.

TABLE 4.1.11 ORGANIZATION SUPPORT FOR HEALTHY WORK-LIFE BALANCE

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	25	17.1	17.1	80.8
Agree	93	63.7	63.7	63.7
Neither Agree	14	9.6	9.6	90.4
Disagree	11	7.5	7.5	97.9
Strongly Disagree	3	2.1	2.1	100
Total	146	100	100	

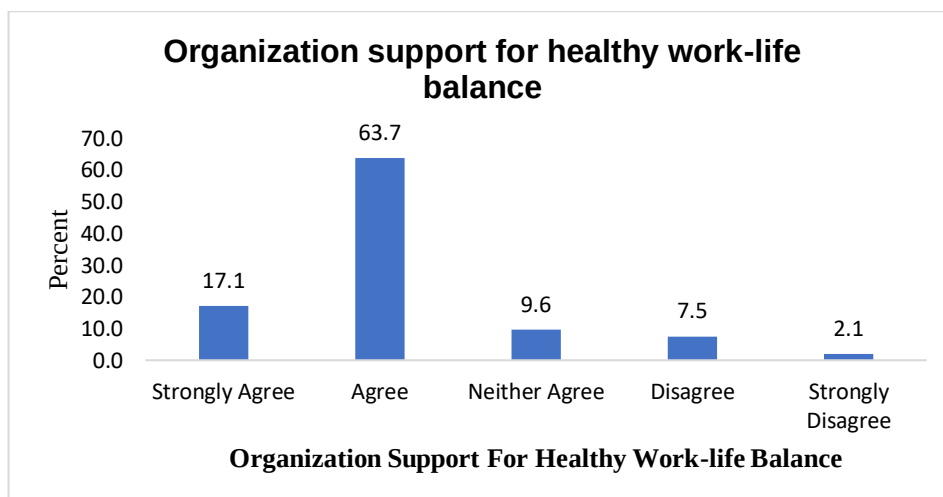


Chart 4.1.11 Organization support for healthy work-life balance

INTERPRETATION

From the above table it is interpreted that 63.7% of the respondents says agree, 17.1% says strongly agree, 9.6% says neither agree, 7.5% says disagree and 2.1% says strongly disagree.

INFERENCE

Majority 63.7% of the respondents agree that organization is support for healthy work-life balance.

TABLE 4.1.12 EMPLOYEES CONTROL TO DO THEIR JOB

	Frequency	Percent	Valid Percent	Cumulative Percent
A Great deal of control	55	37.7	37.7	91.1
A fair amount of control	78	53.4	53.4	53.4
Not much control	7	4.8	4.8	100
Just a little control	3	2.1	2.1	93.2
No control	3	2.1	2.1	95.2
Total	146	100	100	

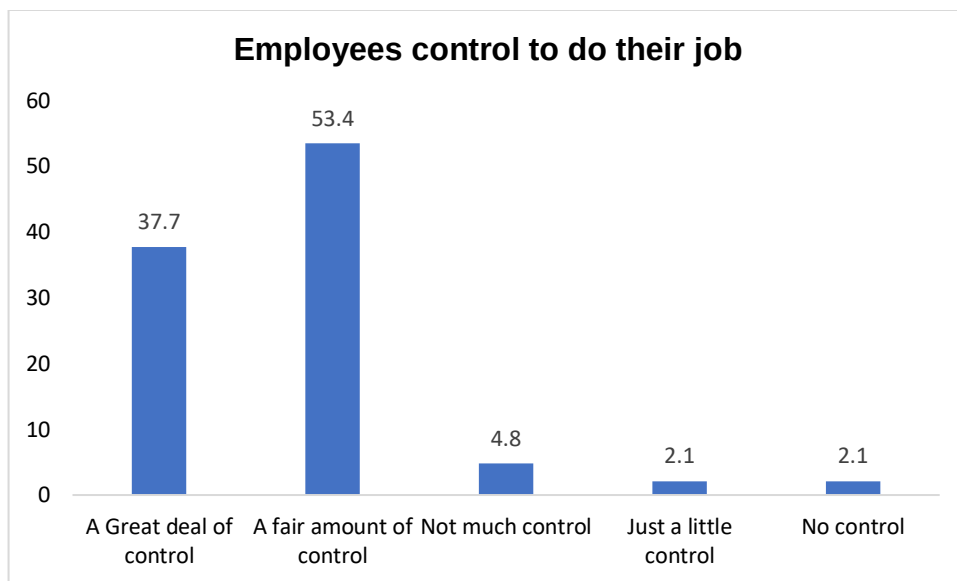


Chart 4.1.12 Employees control to do their job

INTERPRETATION

From the above table it is interpreted that 53.4% of the respondents have fair amount of control to do their job, 37.7% is a great deal of control, 4.8% is not much control and 2.1% of the respondents are just have little control and no control to do their job.

INFERENCE

Majority 53.4% of the respondents says that they have fair amount of control to do their job.

TABLE 4.1.13 FREQUENCY OF CONDUCTING EMPLOYEE ENGAGEMENT ACTIVITY

	Frequency	Percent	Valid Percent	Cumulative Percent
Weekly	6	4.1	4.1	79.5
Monthly	32	21.9	21.9	54.1
Quarterly	31	21.2	21.2	75.3
Half Yearly	22	15.1	15.1	32.2
Yearly	30	20.5	20.5	100
All the above	25	17.1	17.1	17.1
Total	146	100	100	

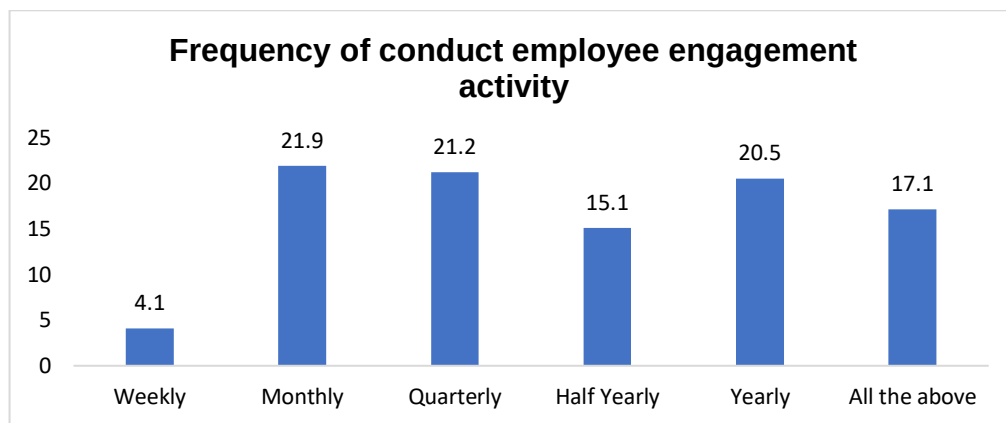


Chart 4.1.13 Frequency of Conducting Employee Engagement Activity

INTERPRETATION

From the above table it is interpreted that 21.9% of the respondents are says that organization is conducting employee engagement activity in monthly once, 21% is quarterly, 20% is yearly, 17.1% says all the above and 15.1% says half yearly, 4.1% of the respondents are says that organization is conducting employee engagement activity in weekly once.

INFERENCE

Majority 21.9% of the respondents says that organization is conducting employee engagement activity monthly once

TABLE 4.1.14 TIME TO PARTICIPATE THE ENGAGEMENT PROGRAM CONDUCTED BY THE ORGANIZATION

	Frequency	Percent	Valid Percent	Cumulative Percent
After working hours	42	28.8	28.8	28.8
Before work starts	11	7.5	7.5	36.3
During break	68	46.6	46.6	82.9
Weekends	16	11	11	100
Others	9	6.2	6.2	89
Total	146	100	100	

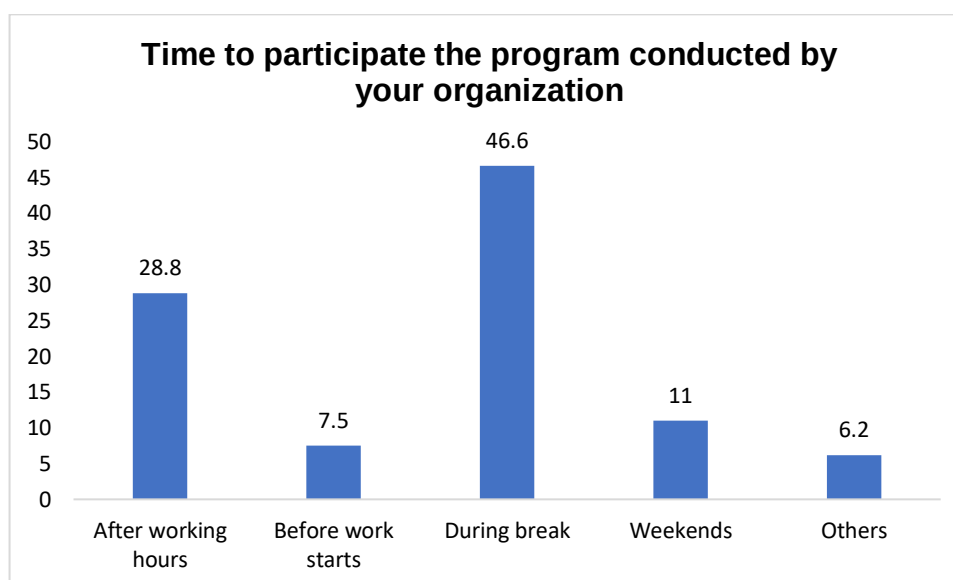


Chart 4.1.14 Time to Participate the Engagement Program Conducted by The Organization

INTERPRETATION

From the above table it is interpreted that 46.6% of the respondents says that they can participate the program during the break time, 28.8% is after working hours, 11% is weekends, 7.5% is before work starts and 6.2% of the respondents says others.

INFERENCE

Majority 46.6% of the respondents says that they can participate the program during the break time.

TABLE 4.1.15 MODE OF COMMUNICATION FOLLOWED IN ORGANIZATION

	Frequency	Percent	Valid Percent	Cumulative Percent
e-mail	81	55.5	55.5	100
Display board	6	4.1	4.1	6.2
Meeting	12	8.2	8.2	14.4
Mobile App	13	8.9	8.9	23.3
SMS	3	2.1	2.1	2.1
All the above	31	21.2	21.2	44.5
Total	146	100	100	

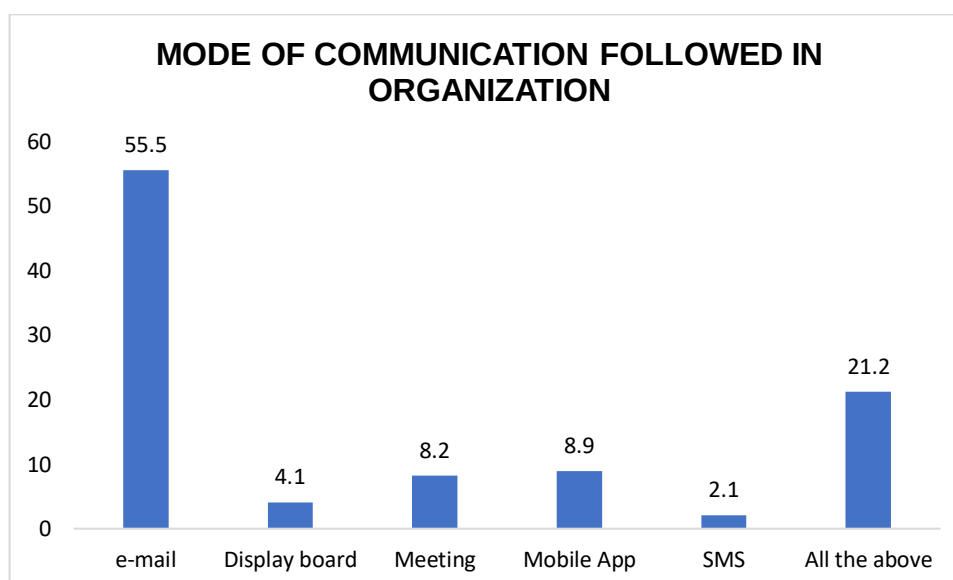


Chart 4.1.15 mode of communication followed in organization

INTERPRETATION

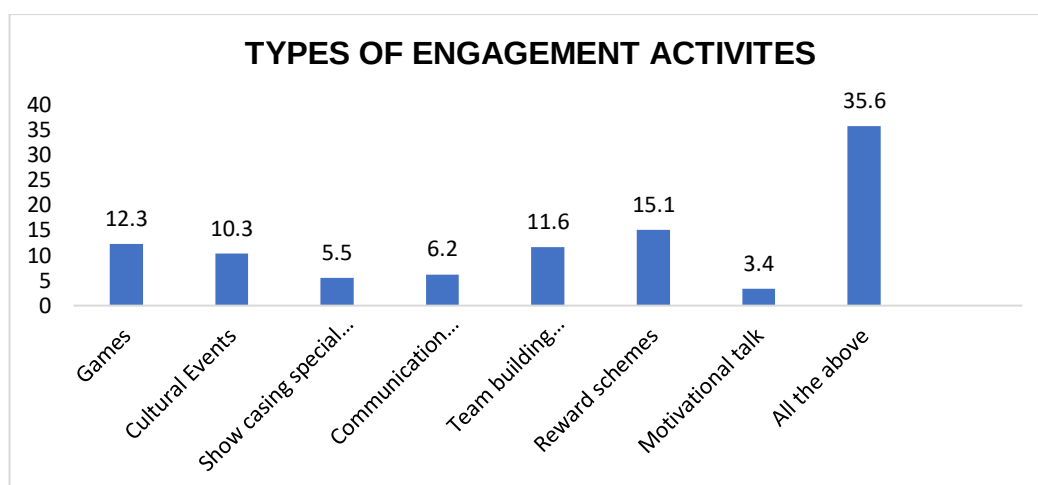
From the above table it is interpreted that 55.5% of the respondents says e-mail, 21.2% is all the above, 8.9% is mobile app, 8.2% is meeting, 4.1% is display board and 2.1% of the respondents says that they are receiving the communication throw SMS.

INFERENCE

Majority 55.5% of the respondents says that they are receiving the communication throw e-mail.

TABLE 4.1.16 TYPES OF ENGAGEMENT ACTIVITES

	Frequency	Percent	Valid Percent	Cumulative Percent
Games	18	12.3	12.3	49.3
Cultural Events	15	10.3	10.3	25.3
Show casing special talent	8	5.5	5.5	8.9
Communication activities	9	6.2	6.2	15.1
Team building activities	17	11.6	11.6	37
Reward schemes	22	15.1	15.1	64.4
Motivational talk	5	3.4	3.4	3.4
All the above	52	35.6	35.6	100
Total	146	100	100	

**Chart 4.1.16 types of engagement activities****INTERPRETATION**

From the above table it is interpreted that 35.6% of the respondents says all the above and 3.4% of the respondents says that organization is conducting motivational talk alone.

INFERENCE

Majority 35.6% of the respondents are saying that organization is conducting all the above employee engagement activities.

TABLE 4.1.17 TYPES OF GAMES CONDUCTED

	Frequency	Percent	Valid Percent	Cumulative Percent
Cricket	62	42.5	42.5	68.5
volleyball	9	6.2	6.2	100
Others	37	25.3	25.3	93.8
All the above	38	26	26	26
Total	146	100	100	

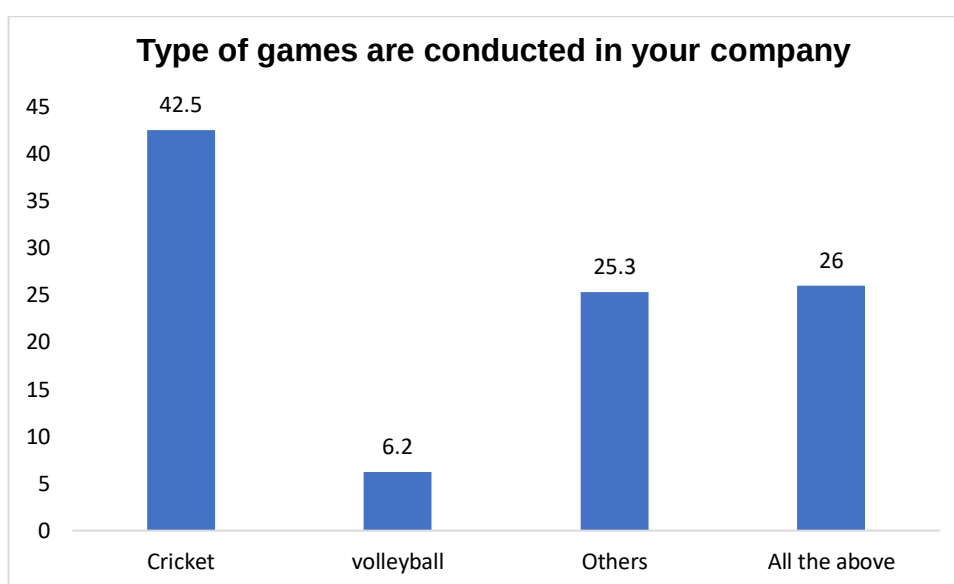


Chart 4.1.17 Types of Games Conducted

INTERPRETATION

From the above table it is interpreted that 42.5% of the respondents say that organization is conduct cricket, 26% is all the above, 25.3% is others and 6.2% of the respondents say that organization is conduct volleyball.

INFERENCE

Majority 42.5% of the respondents say that organization is conduct cricket.

TABLE 4.1.18 TYPE OF CULTURAL EVENTS HAPPENING IN THE COMPANY

	Frequency	Percent	Valid Percent	Cumulative Percent
Talent show	33	22.6	22.6	100
Comedy show	3	2.1	2.1	60.3
Dance	9	6.2	6.2	66.4
Singing	16	11	11	77.4
All the above	85	58.2	58.2	58.2
Total	146	100	100	

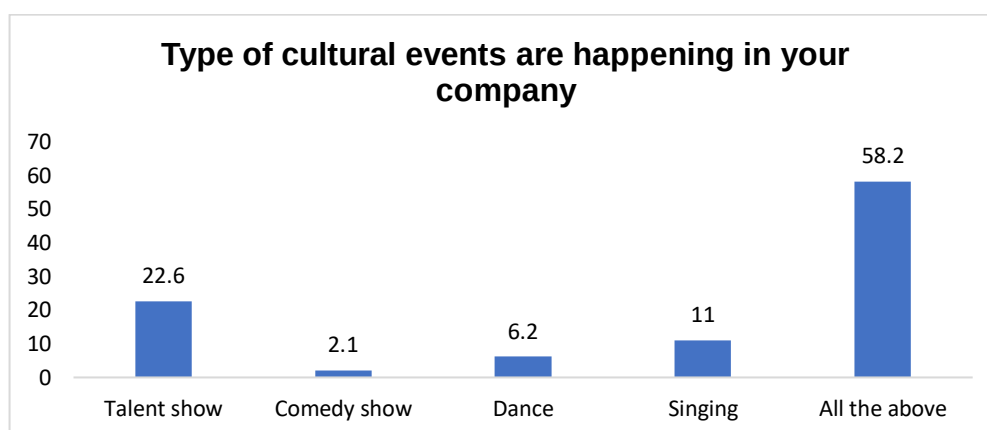


Chart 4.1.18 type of cultural events happening in the organization

INTERPRETATION

From the above table it is interpreted that 58.2% of the respondents says all the above, 22.6% is talent show, 11% is singing, 6.2% is dance and 2.1% of the respondents say that comedy show.

INFERENCE

Majority 58.2% of the respondents says that organization is conducting all the above cultural events.

TABLE 4.1.19 TYPE OF REWARD SCHEMES FOLLOWED IN THE ORGANIZATION

	Frequency	Percent	Valid Percent	Cumulative Percent
Compensation benefit	38	26	26	47.9
Recognition program	73	50	50	97.9
Profit Sharing	3	2.1	2.1	100
All the Above	32	21.9	21.9	21.9
Total	146	100	100	

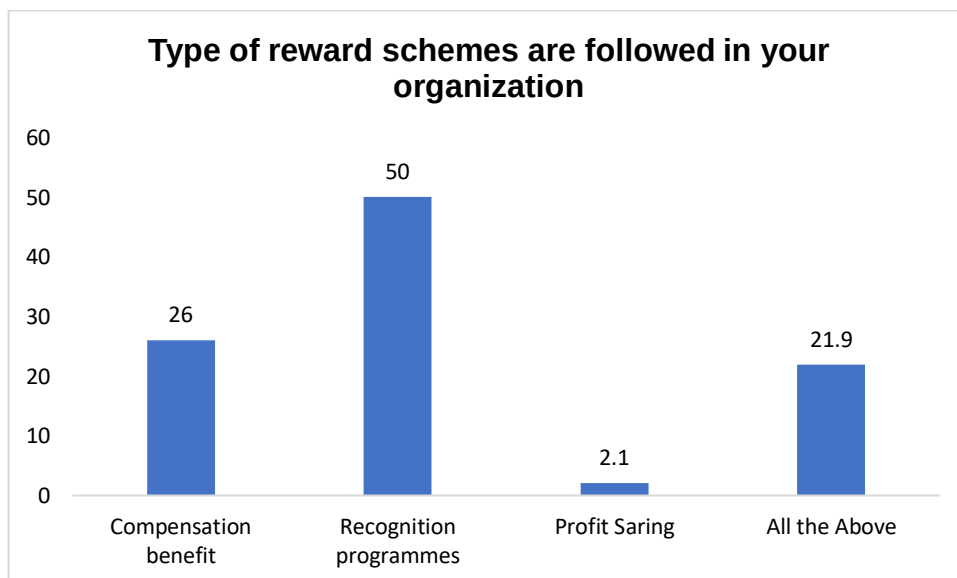


Chart 4.1.19 type of reward schemes followed in the organization

INTERPRETATION

From the above table it is interpreted that 50% of the respondents says recognition program, 26% is compensation, 21.9% is all the above and 2.1% of the respondent says profit Sharing.

INFERENCE

Majority 50% of the respondents says organization is conducting recognition program.

TABLE 4.1.20 EFFECTIVENESS OF REWARD SYSTEM

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly effective	21	14.4	14.4	61
Effective	68	46.6	46.6	46.6
Moderate	42	28.8	28.8	100
Ineffective	10	6.8	6.8	71.2
Highly Ineffective	5	3.4	3.4	64.4
Total	146	100	100	

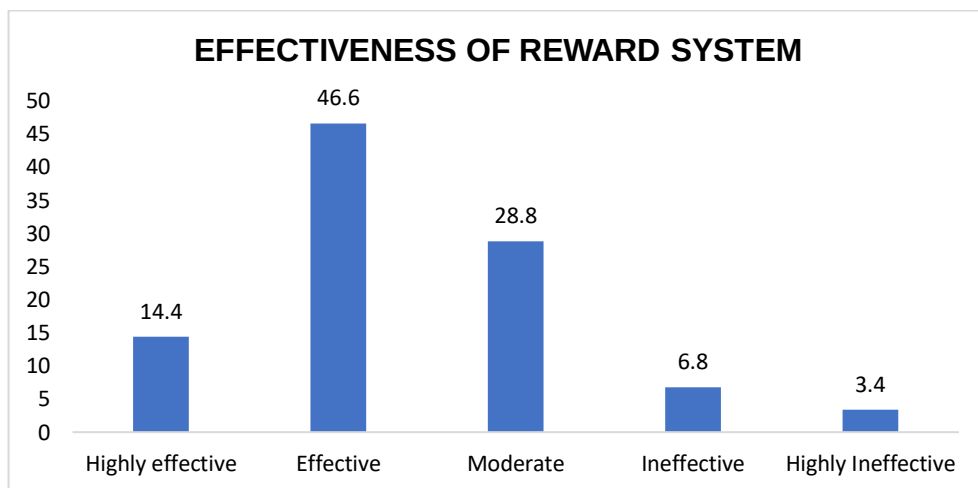


Chart 4.1.20 effectiveness of reward system

INTERPRETATION

From the above table it is interpreted that 46.6% of the respondents says that reward system is effective, 28.8% is moderate, 14.4% is highly effective, 6.8% is ineffective and 3.4% of the respondent says that reward system is highly ineffective.

INFERENCE

Majority 46.6% of the respondents says that reward system is effective in the organization.

TABLE 4.1.21 TYPE OF TRAINING PROGRAM

	Frequency	Percent	Valid Percent	Cumulative Percent
Soft skill Training	11	7.5	7.5	92.5
Technical Training	11	7.5	7.5	100
Safety Training	10	6.8	6.8	84.9
Motivation Training	8	5.5	5.5	78.1
All the above	106	72.6	72.6	72.6
Total	146	100	100	

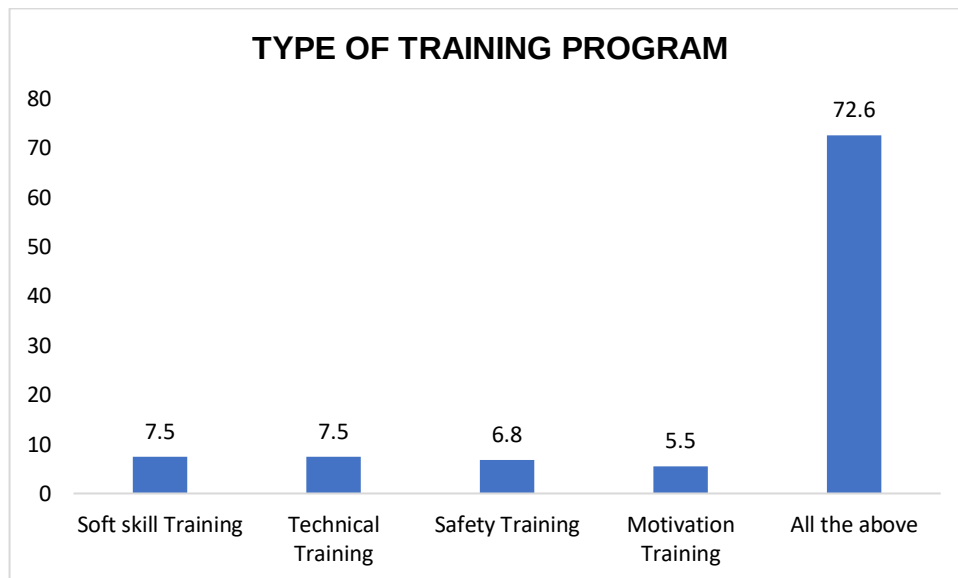


Chart 4.1.21type of training program

INTERPRETATION

From the above table it is interpreted that 72.6% of the respondents says all the above, 7.5% is soft skill training and technical training, 6.8% is safety training and 5.5% of the respondent says motivation training.

INFERENCE

Majority 72.6% of the respondents say that organization is conducting all the above training programs.

TABLE 4.1.22 PARTICIPATION OF EMPLOYEE ENGAGEMENT ACTIVITY

	Frequency	Percent	Valid Percent	Cumulative Percent
Always	12	8.2	8.2	8.2
Very Often	23	15.8	15.8	100
Sometimes	90	61.6	61.6	84.2
Rarely	5	3.4	3.4	22.6
Never	16	11	11	19.2
Total	146	100	100	

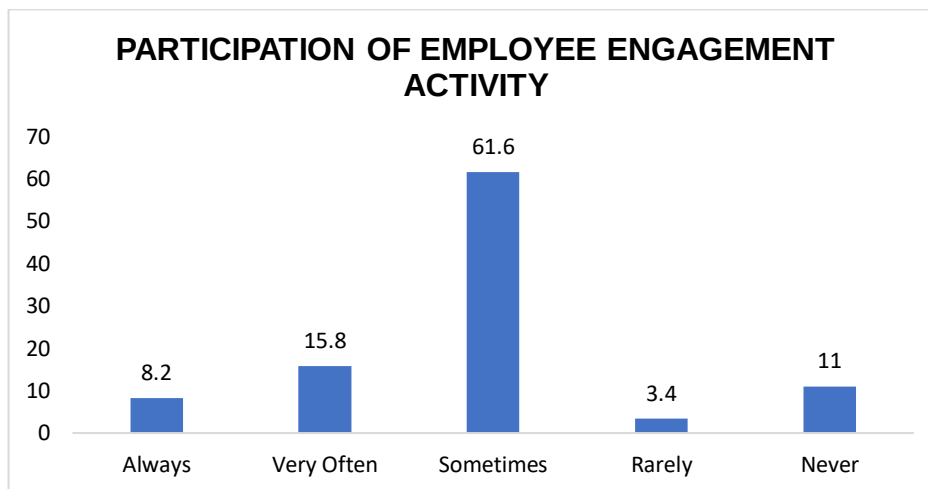


Chart 4.1.22 participation of employee engagement activity

INTERPRETATION

From the above table it is interpreted that 61.6% of the respondents says that participate the engagement activity sometimes, 15.8% is very often, 11.0% is never 8.2% is always and 3.4% is rarely participate in engagement activity.

INFERENCE

Majority 61.6% of the respondents says that sometimes they participate the engagement activity.

TABLE 4.1.23 EMPLOYEE FEEL ABOUT EMPLOYEE ENGAGEMENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Very good	12	8.2	8.2	100
Good	67	45.9	45.9	45.9
Satisfactory	60	41.1	41.1	91.8
Poor	7	4.8	4.8	50.7
Total	146	100	100	

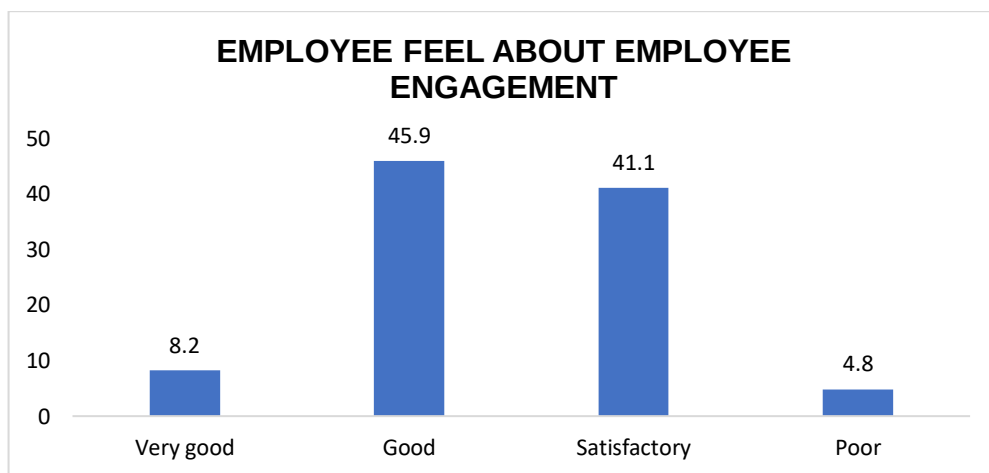


Chart 4.1.23 employee feel about employee engagement

INTERPRETATION

From the above table it is interpreted that 45.9% of the respondents says they feel good about engagement, 41.1% is satisfactory, 8.2% is very good, and 4.8% of the respondent says employee engagement is poor.

INFERENCE

Majority 45.9% of the respondents says that they feel good about employee engagement.

TABLE 4.1.24 RELATIONSHIP BETWEEN WORKER AND CO-WORKER

	Frequency	Percent	Valid Percent	Cumulative Percent
Very fair	77	52.7	52.7	100
Somewhat fair	55	37.7	37.7	45.2
Neither fair nor unfair	11	7.5	7.5	7.5
Somewhat unfair	3	2.1	2.1	47.3
Total	146	100	100	

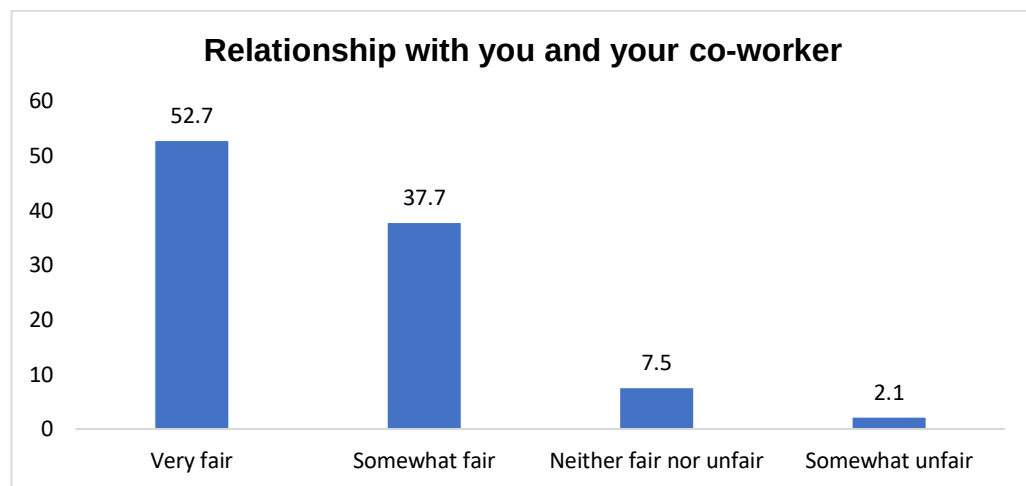


Chart 4.1.24 relationship between worker and co-worker

INTERPRETATION

From the above table it is interpreted 52.7% of the respondents says relationship with co-worker is very fair, 37.7% is somewhat fair, 7.55 is neither fair nor unfair and 2.1% of the respondent says relationship with co-worker is somewhat unfair.

INFERENCE

Majority 52.7% of the respondent says the relationship with co-worker is very fair.

TABLE 4.1.25 EMPLOYEE HELP EACH OTHER WHEN NEEDED

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	52	35.6	35.6	100
Agree	81	55.5	55.5	57.5
Neither Agree	10	6.8	6.8	64.4
Disagree	3	2.1	2.1	2.1
Total	146	100	100	

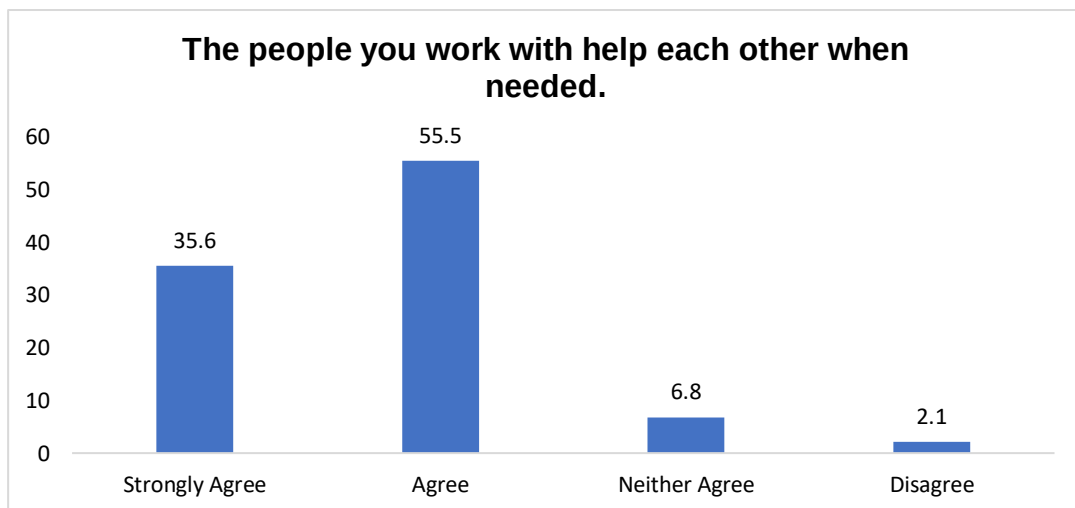


Chart 4.1.25 employee help each other when needed

INTERPRETATION

From the above table it is interpreted 55.5% of the respondents agree, 35.6% is strongly agree, 6.8% is neither agree and 2.1% of the respondent disagree that people they work with is not helping each other.

INFERENCE

Majority 55.5% of the respondents agree that people they work with is helping each other whenever they needed.

TABLE 4.1.26 EMPLOYEE ENGAGEMENT IS IMPROVING YOUR WORK

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	25	17.1	17.1	97.9
Agree	92	63	63	63
Neither Agree	22	15.1	15.1	80.8
Disagree	4	2.7	2.7	65.8
Strongly Disagree	3	2.1	2.1	100
Total	146	100	100	

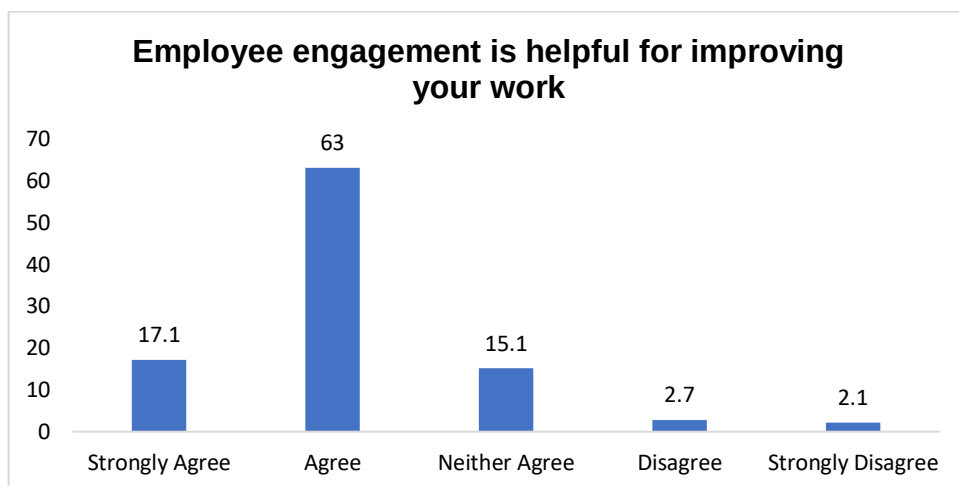


Chart 4.1.26 employee engagement is improving your work

INTERPRETATION

From the above table it is interpreted 63.0% of the respondents agree that engagement is helpful for improving your work, 17.1% is strongly agree, 15.15% is neither agree, 2.7% is disagree and 2.7% of the respondent disagree.

INFERENCE

Majority 63% of the respondent agree that employee engagement is helpful to improving the employee work.

TABLE 4.1.27 OPPORTUNITIES TO LEARN AND GROW IN THE ORGANIZATION

	Frequency	Percent	Valid Percent	Cumulative Percent
Always	45	30.8	30.8	30.8
Very Often	60	41.1	41.1	100
Sometimes	28	19.2	19.2	58.9
Rarely	7	4.8	4.8	39.7
Never	6	4.1	4.1	34.9
Total	146	100	100	



Chart 4.1.27 opportunities to learn and grow in the organization

INTERPRETATION

From the above table it is interpreted 41.1% of the respondents says very often, 30.8% is always, 19.2% is sometimes, 4.8% is rarely and 4.1% of the respondent says never.

INFERENCE

Majority 41.1% of the respondent says very often they get opportunities to learn and grow in the organization.

TABLE 4.1.28 FACILITIES THE ORGANIZATION PROVIDE FOR HEALTHY WORK LIFE BALANCE

	Frequency	Percent	Valid Percent	Cumulative Percent
Canteen Facility	16	11	11	75.3
Transport Facility	20	13.7	13.7	100
Synergy Club Facility	2	1.4	1.4	86.3
Medical Facility	14	9.6	9.6	84.9
Bunker Facility	3	2.1	2.1	64.4
All the above	91	62.3	62.3	62.3
Total	146	100	100	

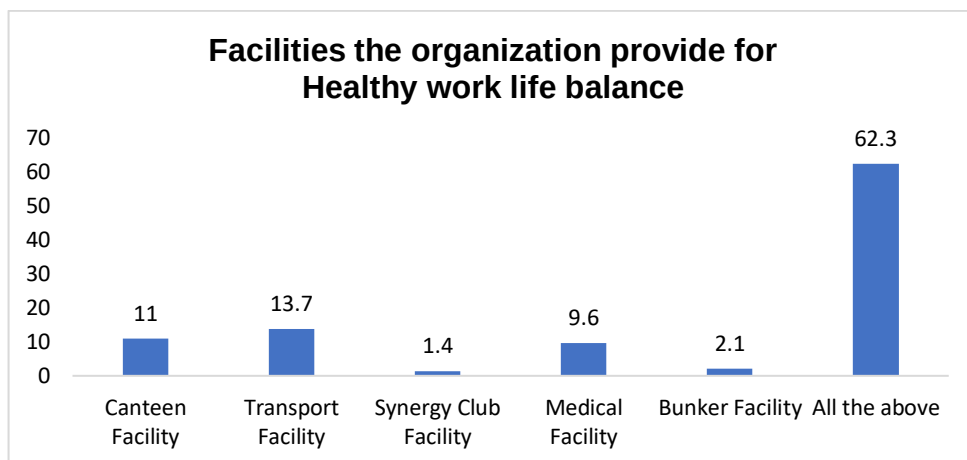


Chart 4.1.28 facilities the Organization provide for healthy work life balance

INTERPRETATION

From the above table it is interpreted 62.3% of the respondents says all the above, 13.7% is transport facility, 9.6% is medical facility and 2.1% of the respondent says bunker facility, 1.4% is synergy club facility.

INFERENCE

Majority 62.3% of the respondent says that organization is providing all the facilities.

TABLE 4.1.29 EFFECTIVENESS OF EMPLOYEE ENGAGEMENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly effective	20	13.7	13.7	67.1
Effective	78	53.4	53.4	53.4
Moderate	43	29.5	29.5	100
Highly Ineffective	5	3.4	3.4	70.5
Total	146	100	100	

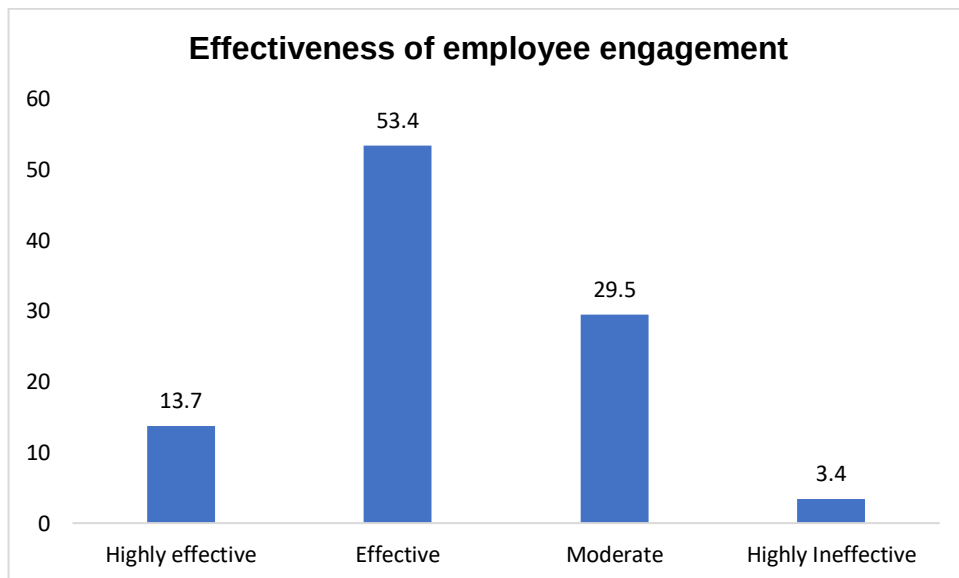


Chart 4.1.29 Effectiveness of Employee Engagement

INTERPRETATION

From the above table it is interpreted 53.4% of the respondents says that employee engagement is effective, 29.5% is moderate, 13.7% is highly effective and 3.4% of the respondent says that highly ineffective.

INFERENCE

Majority 53.4% of the respondent says employee engagement is effective.

TABLE 4.1.30 OVERALL RATING OF EMPLOYEE ENGAGEMENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Very good	25	17.1	17.1	100
Good	87	59.6	59.6	59.6
Satisfactory	26	17.8	17.8	82.9
Not good	3	2.1	2.1	61.6
Poor	5	3.4	3.4	65.1
Total	146	100	100	

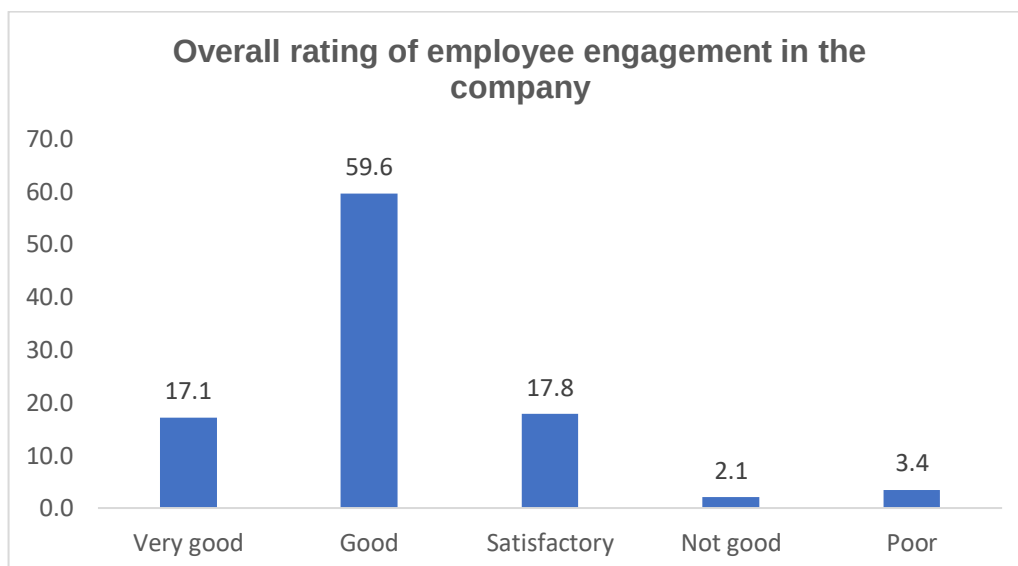


Chart 4.1.30 Overall Rating of Employee Engagement

INTERPRETATION

From the above table it is interpreted 59.6% of the respondents says employee engagement is good, 17.8% is satisfactory, 17.1% is very good, 3.4% is poor and 2.1% of the respondent says that employee engagement is not good.

INFERENCE

Majority 59.6% of the respondent says employee engagement is good.

4.2 CHI- SQUARE TEST

Null Hypothesis:

There is no significant different between experience and improvement in work

Alternative Hypothesis:

There is significant different between experience and improvement in work

Experience of the respondents* The employee engagement is helpful in improving your work Crosstabulation							
Count							
		The employee engagement is improving your work					Total
		Agree	Disagree	Neither Agree	Strongly Agree	Strongly Disagree	
Experience of the respondent	11 to 15 years	31	0	9	11	0	51
	3 to 6Years	20	2	6	5	1	34
	7 to 10 years	33	2	5	7	2	49
	Above 15 years	2	0	0	0	0	2
	Up to 2 Years	6	0	2	2	0	10
Total		92	4	22	25	3	146

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.341 ^a	16	.899
Likelihood Ratio	12.390	16	.717
N of Valid Cases	146		
a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .04.			

INTERPRETATION

Since the significant value is less than 0.05. Hence, we accept the alternative hypothesis. Therefore, there is the significance different between experience and employee engagement is helpful in improving employee work.

4.3 CHI- SQUARE TEST

Null Hypothesis:

There is no significant different between age and effectiveness of employee engagement.

Alternative Hypothesis:

There is significant different between age and effectiveness of employee engagement.

Age of the respondents * effectiveness of employee engagement Crosstabulation						
Count						
		effectiveness of employee engagement				Total
		Effective	Highly effective	Highly Ineffective	Moderate	
Age of the respondents	20 to 25	12	2	3	1	18
	26 to 35	34	9	0	19	62
	36 to 45	22	4	2	12	40
	46 to 55	10	5	0	11	26
Total		78	20	5	43	146

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.324 ^a	9	.016
Likelihood Ratio	20.470	9	.015
N of Valid Cases	146		
a. 6 cells (37.5%) have expected count less than 5. The minimum expected count is .62.			

INTERPRETATION

Since the significant value is less than 0.05. Hence, we accept the alternative hypothesis. Therefore, there is the significance different between age and age and effectiveness of employee engagement.

CHAPTER - 5

5.1 FINDINGS

1. Majority of the respondents falls under the age group of 26 to 35 years with the highest percentage of 42.5%.
2. Majority sixty-three percentage (63%) of the respondents are Male in the organization.
3. Majority (32.2%) of the respondents in the designation are officers.
4. Majority (79.5%) of the respondents are Married.
5. Majority (44.5%) of the respondents are with educational qualification of postgraduate
6. Respondents with the experience of 11 to 15 years are highest participants in the survey with 34.9%.
7. Sixty-three percentage (63.7%) of the respondents are agreed that they feel proud to be part of the company.
8. Thirty-one percentage (30.8%) of the respondents are between 4 to 6 years.
9. Ninety-three percentage (93.2%) of the respondents agreed that they have best friend at work.
10. Forty-seven percentage (47%) of the respondents agreed that they are really motivated for their good work.
11. Sixty-three percentage (63.7%) of the respondents agreed that organization is supportive in healthy work-life balance.
12. Fifty-Three percentage (53.4%) of the respondents says that they have a fair amount of control in doing their job.
13. Twenty-two percentage (22%) of the respondents says that organization is conducting employee engagement activity in monthly once.
14. Forty-seven percentage (47%) of the respondents says that they are participate the employee engagement program during the break.
15. Fifty-Five percentage (55%) of the respondents are saying that e-mail communication has been followed in the organization.
16. Thirty-six percentage (35.6%) of the respondents says that all type of engagement activities is conducted in the organization.

17. Forty-three percentage (42.5%) of the respondents says that cricket game is conducted in the organization.
18. Fifty-eight percentage (58.2%) of the respondents says that all type of cultural events is happening in the organization.
19. Fifty percentage (50%) of the respondents says that organization is conducting recognition program.
20. Forty- six percentage (46.6%) of the respondents says that reward system is effective in the organization.
21. Seventy- two percentage (72.6%) of the respondents accept that all training program are conducted in the organization.
22. Sixty-one percentage (61.6%) of the respondents agreed that they participate the engagement activities in sometimes.
23. Fifty percentage (49.9%) of the respondents feel that employee engagement is good.
24. Fifty- two percentage (52.7%) of the respondents says that relationship with worker and co-worker is very fair.
25. Fifty- five percentage (55.5%) of the respondents agreed that people they work with is help in each other when they need.
26. Sixty-three percentage (63%) of the respondents agreed that employee engagement is helpful for improving the work.
27. Forty-one percentage (41.1%) of the respondents says that very often they get the opportunities to learn and grow in the organization.
28. Sixty-two percentage (62.3%) of the respondents says that organization is providing all the facilities.
29. Fifty-three percentage (53.4%) of the respondents says that employee engagement is effective.
30. Sixty percentage (59.6%) of the respondents says that overall rating for the employee engagement is good.

5.2 SUGGESTIONS

- ❖ Employee engagement program are good but still the organization need to enhance it more to improve employee engagement standard.
- ❖ Employee need more appreciation toward their work success.
- ❖ Employees need to participate in various activities which is happening in the organization.
- ❖ Employees need more opportunities to learn and grow in the organization.
- ❖ Employee engagement should be effective.
- ❖ Make the employee to participate in various activities that would help them to grow and engage better.
- ❖ Special focus is needed on unengaged and actively disengaged employees to raise the engagement levels of those employees.

5.3 CONCLUSION

The project specializes in how employee engagement is an antecedent i.e. the preceding factor of job involvement and what should company do to form the workers engaged and involves the steps which shows the way to drive an engaged employee. The project also includes study of the worker Engagement policies of the corporate and the way they will be improved or modified to extend the extent of Employee Engagement within the organization. the main objective of the project is to seek out the Impact of Employee Engagement status in RNAIPL, Chennai and therefore the Improvements required for improving the already implemented Policies. Employee engagement may be a concept that's generally viewed as managing discretionary effort, that is, when employees have choices, they're going to act during a way that furthers enhances their organization's interests. Also, another objective is to research the feedbacks received and supported the analysis suggesting solutions and providing recommendations to enhance the worker engagement level. Basically, engaged employees feel a robust emotional bond to the organization that employs them. The metrology used for the research is categorized as Exploratory Research with Descriptive type because it involved individual analysis with results supported intuitions and judgments. the priority must concentrate more on increasing the entertainment programs & recognize. the study explores the worker engagement activities within the company infers that the workers have an honest will within the organization and therefore the concern has got to specialize in the key areas where the respondent's needs has got to be satisfied to lower the rate of attrition , to supply a high-energy working environment and to enhance the general organizational effectiveness.

REFERENCES

1. Drea Zingami et al (2009), Beyond Engagement: Toward a Framework and Operational Definition for Employee Work Passion, Academy of Human Resource development review, Volume: 8 issue: 3, page(s): 300-326[9]
2. Eean R. Crawford, Jeffery and Bruce Louis Rich (2010), Linking Job Demands and Resources to Employee Engagement and Burnout: A Theoretical Extension and MetaAnalytic Test, Journal of Applied Psychology, Vol. 95:Issue 5:page(s)834 – 848[3 Human Resource Management Review 16, 199–208[11]
3. Jamie A. Gruman, Alan M. Saks (2011), Performance management and employee engagement, Human Resource Management Review, Volume.21, Pages 123-136.[16]
4. Karanges et al (2015) The influence of internal communication on employee engagement: A pilot study. Public Relations Review, 41(1), pp. 129-131.[4]
5. Karen Kelly Wollard, Brad Shuck (2009), Employee Engagement and HRD: A Seminal Review of the Foundations, Volume: 9 issue: 1, page(s): 89110.[2]
6. Karen Kelly Wollard, Brad Shuck (2011), Employee Engagement: An examination of Antecedent and outcome variables, The international journal of HRM, volume:14 issue: 4.[1]
7. Keith Townsend, Adrian Wilkinson & John Burgess (2013), Routes to partial success: collaborative employment relations and employee engagement, The International Journal of Human Resource Management, Volume 25, Issue 6, Pages 915-930 [18]
8. ManiamKaliannan, Samuel NarhAdjovu(2015), Effective employee engagement and organisational success(procedia-social & behavioural science), Elsevier Ltd, 172,161- 168.[5]
9. Merrill et al (2013), Self-Rated Job Performance and Absenteeism consistent with Employee Engagement, Health Behaviors, and Physical Health, Journal of Occupational and Environmental Medicine: January 2013 - Volume 55 - Issue 1 - p 1018[17]

- 11.Neha Gupta, Vandana Sharma (2016), Exploring Employee Engagement—A Way to Better Business Performance, Global Business review, Volume: 17 issue: 3, page(s): 45S63S.[15]
- 12.Paul Fairlie(2011), Meaningful Work, Employee Engagement, and Other Key Employee Outcomes: Implications for Human Resource Development, Advances in Human Resource Development, Volume: 13 issue: 4, page(s): 508-525[14]
- 13.S Biswas, J Bhatnagar 2013, Mediator Analysis of Employee engagement: role of perceived organizational support, PO fit, organizational commitment and job satisfaction, Vikalpa journal 38(1),27-40.[7]
- 14.Sakes and Rotman, 2006, JL Rotman Antecedents and consequences of employee engagement, Journal of Managerial psychology, 21, 600-618.[6]
- 15.Sapna Popli, Irfan A. Rizvi (2016), Drivers of Employee Engagement: The Role of Leadership Style, Vikalpa The Journal of Decision Makers, Volume: 17 issue: 4, page(s): 965-979.[13]
- 16.Sharma Baldev R. & Raina Anupama, 2010," Determinants of employee engagement in a private sector organization: An exploratory Study", Advances in Management, vol. 3(10)[8]
- 17.Sowath Rana (2015), High-involvement work practices and employee engagement, Human Resource Development International, Volume 18, 2015 - Issue 3, Pages 308- 316[21]
- 18.Susan Cartwright, Nicola Holmes (2006), The meaning of work: The challenge of regaining employee engagement and reducing cynicism,
- 19.V. KUMAR AND ANITA PANSARI 2015, Measuring the Benefits of Employee Engagement, MITSloan Management Review, Vol. 56, issue.4,67-72.[12]
- 20.Valentin, M.,Valentin, C.and Nafukho, F. (2015), "The engagement continuum model using corporate social responsibility as an intervention for sustained employee engagement: Research leading practice", European Journal of coaching and Development, Vol. 39 No. 3, pp. 182-202.[20]

WEBSITES

1. RePEc:mgn:journl:v:3:y:2010:i:10:a:8
2. <http://hrd.sagepub.com/cgi/content/abstract/8/3/300>
3. <https://doi.org/10.1080/1359432X.2010.515981>.
4. doi:10.1016/j.hrmr.2006.03.012
5. http://ilp.mit.edu/media/news_articles/smr/2015/56404
6. <https://doi.org/10.1177/0972150916645701>
7. <https://doi.org/10.1177/1523422311431679>
8. <https://doi.org/10.1177/0972150916631082>
9. <https://www.sciencedirect.com/science/article/pii/S1053482210000409>
10. doi: 10.1097/JOM.0b013e31827b73af
11. <https://doi.org/10.1080/09585192.2012.743478>
12. <https://www.tandfonline.com/doi/abs/10.1080/09585192.2012.743478>
13. <https://doi.org/10.1108/EJTD-01-2014-0007>
14. <https://doi.org/10.1080/13678868.2014.1003698>
15. <http://www.richtmann.org/journal/index.php/mjss/article/view/3757>
16. <https://ssrn.com/abstract=2718932>
17. <http://sajhrm.co.za/index.php/sajhrm/article/view/234/229>

QUESTIONNAIRE

Questionnaire for study on IMPACT OF EMPLOYEE ENGAGEMENT in RNAIPL

This survey is about measuring the engagement of employees in the workplace. Employee engagement is the level of commitment, involvement, satisfaction & enthusiasm, an employee has towards their work, organization and its values.

NAME:

AGE: ☐ 18 to 25 ☐ 26 to 35 ☐ 36 to 45 ☐ 46 to 55 ☐ Above 55

DESIGNATION

☐ Officer ☐ Senior Officer ☐ Superior ☐ Assistant Manager ☐ Deputy Manager ☐ Manager ☐ Senior Manager

GENDER: ☐ Male ☐ Female

MARITAL STATUS: ☐ Married ☐ Unmarried

EDUCATION: ☐ Postgraduate ☐ Undergraduate ☐ IT/Diploma ☐ Others

EXPERIENCE:

☐ Up to 2 Year ☐ 3-6 Years ☐ 7-10 Years ☐ 11 to 15 Years ☐ Above 15 Years

1. Do you agree to the statement that "I feel proud to be part of RNAIPL"?
☐ Strongly Agree ☐ Agree ☐ Neither Agree ☐ Disagree ☐ Strongly Disagree
2. How long are you working in this company?
☐ 1 to 3 years ☐ 4 to 6 years ☐ 7 to 9 years ☐ 10 to 12 years
3. You have best friend at work?
☐ Yes ☐ No

4. How motivated are you with your good work?
☐ Extremely motivated ☐ very motivated ☐ somewhat motivated ☐ Slightly Motivated ☐ Not at all motivated
5. Do you feel your organization is supportive in healthy work-life balance?
☐ Strongly Agree ☐ Agree ☐ Neither Agree ☐ Disagree ☐ Strongly Disagree
6. How much control do you have to do the job in your organization?
☐ A great deal of control ☐ A fair amount of control ☐ Not much control ☐ Just a little control ☐ No control
7. How frequently your company conduct employee engagement activity?
☐ Weekly ☐ Monthly ☐ Quarterly ☐ Half Yearly ☐ Yearly ☐ All the Above
8. What is the best time for you to participate the program conducted by your organisation?
☐ After working hours ☐ Before work starts ☐ During break ☐ Weekends
9. What is the mode of communication has been followed in your organization?
☐ e-mail ☐ Display board ☐ Meeting ☐ Mobileapp ☐ SMS ☐ All the above
10. What are the types of engagement activities conducted in your organization?
☐ Games ☐ Cultural Events ☐ Show casing special talent ☐ Communication activities ☐ Team building activities ☐ Reward schemes ☐ Motivational talk ☐ All the above
11. What type of games are conducted in your company?
☐ Cricket ☐ volleyball ☐ Throwball ☐ Others ☐ All the above
12. What is the type of cultural events are happening in your organization?
☐ Talent show ☐ Comedy show ☐ Dance ☐ singing ☐ All the above

13. What type of reward schemes are followed in your organization?
☐ Compensation benefit ☐ Recognition program ☐ Profit Sharing ☐
 All the Above
14. How effectively the reward system motivates the employees?
☐ Highly effective ☐ Effective ☐ Moderate ☐ Ineffective ☐
 Highly Ineffective
15. What type of training program connected in this organization?
☐ Soft skill Training ☐ Technical Training ☐ Safety Training ☐
 Motivation Training ☐ All the above
16. How often you participated the employee engagement activity in your organization?
☐ Always ☐ Very Often ☐ Sometimes ☐ Rarely ☐ Never
17. How do you feel about employee engagement?
☐ Very good ☐ Good ☐ Satisfactory ☐ Not good ☐ Poor
18. How fair the relationship with you and your co-worker?
☐ Very Fair ☐ Somewhat Fair ☐ Neither fair nor unfair ☐
 Somewhat unfair ☐ Very unfair
19. The people you work with, help each other when needed.
☐ Strongly Agree ☐ Agree ☐ Neither Agree ☐ Disagree ☐
 Strongly Disagree
20. The employee engagement is helpful for improving your work.
☐ Strongly Agree ☐ Agree ☐ Neither Agree ☐ Disagree ☐
 Strongly Disagree
21. How often you get opportunities to learn and grow in this organisation?
☐ Always ☐ Very Often ☐ Sometimes ☐ Rarely ☐
 Never
22. What are the facilities the company provide you for healthy work life balance?
☐ Canteen Facility ☐ Transport Facility ☐ Synergy Club Facility ☐
 Medical Facility ☐ Bunker Facility ☐ All the above
23. How effective is the employee engagement in your organization?
☐ Highly effective ☐ Effective ☐ Moderate ☐ Ineffective ☐
 Highly Ineffective

24. Overall rating of employee engagement in your company?

☐ very good ☐ Good ☐ Satisfactory ☐ Not good ☐ Poor

Thank you...!!

*The details will be used only for study purpose
--

APPENDIX – II (Article)

IMPACT OF EMPLOYEE ENGAGEMENT IN AUTOMOTIVE INDUSTRY CHENNAI

JESINTHA MARY.R

Student, Sathayabama Institute of Science and Technology, Chennai

John Britto.M

Assistant Professor, Sathayabama Institute of Science and Technology, Chennai

ABSTRACT

Employee engagement is the involvement and commitment which the employees have towards their organization and values. The engaged employee is aware of business perspective. This study aims to find the impact of employee engagement in automotive industry. Employee engagement is one of the most important functions for organizations. This study specializes how the employee engagement is an ancestor. The sample size is 146 with the descriptive study. The sampling design used for the study by the employees is Convenient sampling. 25 questions were given to the employees in the automotive industry. Study shows that facilities which the organization provides the employees is the major factor which influences the employees to work in the organization. The result shows that employee engagement is effective in their organization.

I INTRODUCTION

Employee engagement is all about how the individual understands the role in the organization, how sincerely the individual works towards that role to achieve the organization's objective and goals. Employee engagement is engaging the employee toward the organization. Employee engagement is the relationship between the employee and the organization to achieve the organization's goals. It is also the emotion bonding the employees have toward the organization. Employee engagement is how the employee

engage to the organization. How they are committed toward their work, how involved they are toward their work, how they motivated to do their job. There are many factors which will influence the employees to engaged with their work. More they like the job, more they involve to their work. Engaged employees will fully involves in their work with team to achieve the organization goal. Engaged employee will feels provide and loyalty to the organization.

II NEED FOR STUDY

- To make sure that current employee engagement within the organization is effectively motivating the workers or not.
- To find out what motivates its employees so that it can plan a suitable employee engagement and gain better results.

III OBJECTIVE OF THE STUDY

- To understand the impact of employee engagement in Automotive Industry.
- To study the major factors influencing the employee engagement.
- To study the effectiveness of employee engagement.
- To offer suggestion for employees based on the study.

IV STATEMENT OF THE PROBLEM

The intention of the study is to find the impact of employee engagement to determine the improvement of employee's performance. The study is also to find the improvement of employee's performance toward their job. Based on the respondent's perception impact of employee engagement will be determined and implemented.

V REVIEW OF LITERATURE

Neha Gupta, Vandana Sharma (2016),

Due to Globalization of organization there is a drastic change in job description as well as in work force diversity. So now, Employee engagement has emerged as an important management-focused activity in order to compete and perform in a dynamic and competitive environment that create a linkage with the organization's goals and objectives. Confidential C This article aims to provide an exploratory study on employee engagement, with its concepts and definitions, factors or drivers affecting it, also finds the measures to enhance it and importance for better business outcomes. The methodology used for this study includes selected literature reviews on employee engagement. As a result, Employee engagement is found to be a continuous process and its must for an organization. According to this study employee engagement is found to be an integration of varied behavioral components, like commitment, involvement, attachment, discretionary effort, energy, positive attitude and psychological presence that leads the worker potential into employee performance which is positively linked with organization success.

Sapna Popli, Irfan A. Rizvi (2016),

The primary objective of this research article is to review the drivers of employee engagement especially the influence of leadership style. So they used a multi-cross-sectional descriptive design i.e., Multi-factor Leadership Questionnaire (MLQ-5X Short Rater Form) for leadership style and E3 (Development Dimensions International [DDI]) to capture employee engagement. The empirical study is predicated on the info collected from 340 front-line employees from five organizations across the service sector within the Delhi. This study highlights the importance

and the significant role of employee engagement and the role played by leadership styles in developing a culture of engagement. The results from this study reveal significant relationships between leadership styles and employee engagement. A moderating influence age and education was also found within the relationship between leadership styles and employee engagement. Hence, it suggests ensuring an appropriate leadership styles and human resource (HR) practices to drive engagement that leads to performance.

V. Kumar and anita pansari 2015,

It's documented that employees' attitudes toward the organization have a big effect on how they approach their jobs and the way they treat customers. But recent research also suggests that prime levels of employee engagement are related to higher rates of profitability growth. This research focuses on the most common and a very lead question that every company has, "Why should companies care about employee engagement?" the below are its findings that provide answer for the entire study. (1) Measuring employee engagement can reveal areas of employee development that need attention. (2) Employees personify the company's service philosophy. (3) Having highly engaged employees is associated with higher profit growth.

Karanges et al (2015),

Internal communication is an important concept for internal public relation to create a positive organizational environment that leads to employee engagement. This paper is made to Confidential C understand the relationship between internal communication and employee engagement empirically. So, surveys and regression analysis were used to complete this study. After analyzing the data obtained through Surveys(online) and results gained from regression analysis the following three results were found. (1) The internal supervisor communication and internal

organizational communication and the need to support these functions are strategically contributes to the overall internal communication function. (2) The research contributes to social exchange theory by providing evidence that internal communication facilitates interactions between an organization, supervisors, and employees which create workplace relationships. (3) This study acknowledges the importance of internal communication to express values and goals, that pave the way for favorable organization employee relationship.

ManiamKaliannan, Samuel NarhAdjovu(2015),

Employee engagement is considered as an “engine” in talent management that drives its gain from effectiveness of various environmental factors that are both internal and external to the organization. Employee engagement done by implementing various strategies. It supports organizational branding and reputation among employees. This paper explores the strengths and weakness of employee engagement strategies implemented by a telecommunications organization in Ghana. To Do this research Quantitative research approach was adopted and 137 responses were recorded. The findings of this research reveal that the engagement strategies implemented by the organization has achieved a great level of satisfactory.

VI Result and Discussion

Null Hypothesis:

There is no significant different between experience and improvement in work

Alternative Hypothesis:

There is significant different between experience and improvement in work

Experience of the respondents* The employee engagement is helpful in improving your work Crosstabulation							
Count							
		The employee engagement is improving your work					Total
		Agree	Disagree	Neither Agree	Strongly Agree	Strongly Disagree	
Experience of the respondent	11 to 15 years	31	0	9	11	0	51
	3 to 6Years	20	2	6	5	1	34
	7 to 10 years	33	2	5	7	2	49
	Above 15 years	2	0	0	0	0	2
	Up to 2 Years	6	0	2	2	0	10
Total		92	4	22	25	3	146

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.341 ^a	16	.899
Likelihood Ratio	12.390	16	.717
N of Valid Cases	146		
a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .04.			

Result

Since the significant value is less than 0.05. Hence, we accept the alternative hypothesis. Therefore, there is the significance different between experience and employee engagement is helpful in improving employee work.

CHI- SQUARE TEST II

Null Hypothesis:

There is no significant different between age and effectiveness of employee engagement.

Alternative Hypothesis:

There is significant different between age and effectiveness of employee engagement.

Age of the respondents * effectiveness of employee engagement Crosstabulation						
Count						
		effectiveness of employee engagement				Total
		Effective	Highly effective	Highly Ineffective	Moderate	
Age of the respondents	20 to 25	12	2	3	1	18
	26 to 35	34	9	0	19	62
	36 to 45	22	4	2	12	40
	46 to 55	10	5	0	11	26
Total		78	20	5	43	146

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.324 ^a	9	.016
Likelihood Ratio	20.470	9	.015
N of Valid Cases	146		
a. 6 cells (37.5%) have expected count less than 5. The minimum expected count is .62.			

Result

Since the significant value is less than 0.05. Hence, we accept the alternative hypothesis. Therefore, there is the significance different between age and age and effectiveness of employee engagement.

VII SUGGESTIONS

- Employee engagement program are good but still the organizations need to enhance it more to improve employee engagement standard.
- Employee need more appreciation toward their work success.
- Employees need to participate in various activities which is happening in the organizations.
- Employees need more opportunities to learn and grow in the organizations.
- Employee engagement should be effective.
- Make the employee to participate in various activities that would help them to grow and engage better.
- Special focus is needed on unengaged and actively disengaged employees to raise the engagement levels of those employees.

VIII CONCLUSION

The study includes the worker Engagement policies of the industry and the way they will be improved or modified to extend the extent of Employee Engagement within the organization. The main objective of the study is to seek out the Impact of Employee Engagement in Chennai. The priority must concentrate more on increasing the entertainment programs & recognize. The study explores the worker engagement activities within the company infers that the workers have an honest will within the organization and therefore the concern has got to specialize in the key areas where the respondent's needs has got to be satisfied to lower the rate of attrition , to supply a high-energy working environment and to enhance the general organizational effectiveness.

IX REFERENCES

1. Karanges et al (2015) The influence of internal communication on employee engagement: A pilot study. Public Relations Review, 41(1), pp. 129-131.[4]
2. ManiamKaliannan, Samuel NarhAdjovu(2015), Effective employee engagement and organisational success(procedia-social & behavioural science), Elsevier Ltd, 172,161- 168.[5]
3. Neha Gupta, Vandana Sharma (2016),
Exploring Employee Engagement—A Way to Better Business Performance,
Global Business review, Volume: 17 issue: 3, page(s): 45S63S.[15]
4. Sapna Popli, Irfan A. Rizvi (2016),
Drivers of Employee Engagement: The Role of Leadership Style,
Vikalpa The Journal of Decision Makers, Volume: 17 issue: 4,
page(s): 965-979.[13]
5. V. KUMAR AND ANITA PANSARI 2015, Measuring the Benefits of Employee Engagement, MITSloan Management Review, Vol. 56, issue.4,67-72.[12]