

A STUDY ON "EMPLOYEE ENGAGEMENT"**Matcha Keerthi**

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Management**ABSTRACT**

In this research, we can study the employee engagement in the organization. Employee Engagement is a vital term. There are various factors which are affecting employee engagement. It can be defined in various ways. Nowadays employees can be switch their jobs thus it can affect to the organization. Therefore employee engagement and employee retention both are the important activity pool. Through the employee engagement, it can be easy for the organization to achieve the organizational goals. The employee engagement is an best key to organizational success. Because of employee engagement employees are motivated and get better work. Employee engagement is defined as employee can be feel passionate to their jobs and committed to the organization, put discretionary effort to their work. The organization only do not hire capable individuals but also grasping the mind as well as heart by every level of work. The research shows that how employee can be engage towards their jobs. In our country the Information Technology (IT) sector is an important sector. It can be contributed to productivity, employment and also agriculture service through new revolution in the Industry as Industry 4.0 or Fourth Revolution of Industry From the study on the employee engagement activities at WIPRO, it was found that the most of the associates are highly engaged with the company both intellectually & emotionally. Also the study infers that the associates are more pleased about the birthday bashes celebrations and external agencies giving presentations/seminar at WIPRO, however they expect more increased entertainment programs. Therefore the concern has to concentrate more on increasing the entertainment programs & recognize their personally preferred topics for external agencies presentations. With regards to the approachability & meetings conducted by the HR's at WIPRO are convincing for the associates.

INTRODUCTION

Success today requires a good bit more than good attendance. Yet, multiple studies in different countries and across industries show that employees who are passionate about their jobs and the organizations in which they work are in the minority. Some of the Survey conducted by few organization revealed that approximately 19% of the employees are highly engaged The Corporate Executive Board, looking at levels of engagement across 50,000 employees around the world, placed only 11 percent in what they dubbed "true believer" category.¹ Towers Perrin's recent "Talent Report" is slightly more optimistic, finding just 17 percent of the 35,000 employees surveyed to be highly engaged. 40 to 70 percent of employees can be classified as neutral, middle of the road, or agnostic. Worse yet, an alarming 10 to 20 percent of employees are actively "disengaged"—just putting in their time or, worse yet, undermining or badmouthing their organizations and bosses. The economic impact of low engagement can be staggering.

The global survey shows that 34 per cent of the employees in India are fully engaged and 13 per cent disengaged. As many as 29 per cent are 'almost engaged'.

What makes these numbers especially discouraging is that, supposedly, we have evolved from the dark ages of "personnel management." On one hand, for the past two decades we have been trying to realize the benefits of empowerment, teamwork, recognition, people development, performance management, and new leadership styles. Evidently, there is a big difference between putting in place initiatives that have the overall goal of increasing employee engagement and truly seeing the payoffs. And, on the other hand, one might easily attribute low engagement to persistent downsizing, which leads to an erosion of loyalty and commitment.

NEED OF THE STUDY

- 1) Studying employee engagement in an organization provides clue for the employers to contribute to bottom line business success
- 2) To understand & identify the problematic areas and make a plan and take action towards improvement.
- 3) This study helps not only to retain valued employees, but also to increase its level of performance
- 4) Study helps to Improve the overall organizational effectiveness
- 5) The study helps to estimate the organization's capacity to manage employee engagement that is closely related to its ability to achieve high performance levels and superior business results.

SCOPE OF THE STUDY

People often lie in exit interviews about why they are leaving. Managers should, of course, know in advance who is leaving and why. A comprehensive list like this is of little value unless used as a guide to gather information as to how to engage the employees so that to retain the talents in the organization.

OBJECTIVES OF THE STUDY

- To identify and diagnosis the factors for employee engagement.
- To examine the effort of engagement on individual outcomes.
- To evaluate the effectiveness of the employee welfare activities.
- To measure the employee perception of the team – HR
- To assess the employee satisfaction towards the workplace.

Data Collection Method:

Survey method is considered the best method for data collection of data and the tools used for data collection are Questionnaire. This method is quite popular particularly in case of big enquires. Private individuals, research works, private and public organizations and even government are adopting it.

In this method a questionnaire is sent to the persons concerned with a request to answer and return the questionnaire. A questionnaire consists of a number of question involves both specific and general questions relating to consumer behavior.

4.7 Benefits availed through this method:

- i. There is low cost even when the universe is large and is widely spread geographically.
- ii. It is free from the bias of the interviewer; answers are in respondents own words.
- iii. Respondents, who are not easily approachable, can also be reached conveniently.
- iv. Large samples can be made use of and thus the results can be made more dependable and reliable.
- v. Respondents have adequate time to give well thought out answers.

4.9 Sources of Data:

The two sources of data collection are namely **Primary & Secondary**.

Primary Data:

Primary data are fresh data collected through survey from the employees using the questionnaire. Questionnaire helps to recognize the employee's perception regarding the employee engagement & their problematic areas.

Secondary Data:

Secondary data are collected from the past records & books and various journals, magazines etc. regarding the Employee engagement.

Research Design:

Research design is the specification of the method and procedure for acquiring the information needed to solve the problem.

The research design followed for this research study is descriptive research design where we find a solution to an existing problem. The problem of the study is to find out the “effectiveness of the employee engagement”.

Period of the Study

The period is from 45 DAYS.

4.12 Sample Design:

Universe	: 800
Sample Element	: Employees
Sample Size	: 100 samples
Sample Test	: Percentage Method and Coefficient of variation
Sample Media	: Questionnaire

LIMITATIONS OF THIS SYSTEM:

- i. Low rate of return of the duly filled in questionnaires; bias due to no-response is often indeterminate.
- ii. It can be used only when respondents are educated and cooperating.
- iii. The control over questionnaire may be lost once it is sent.
- iv. It is difficult to know whether willing respondents are truly representative.
- v. This method is likely to be the slowest of all.

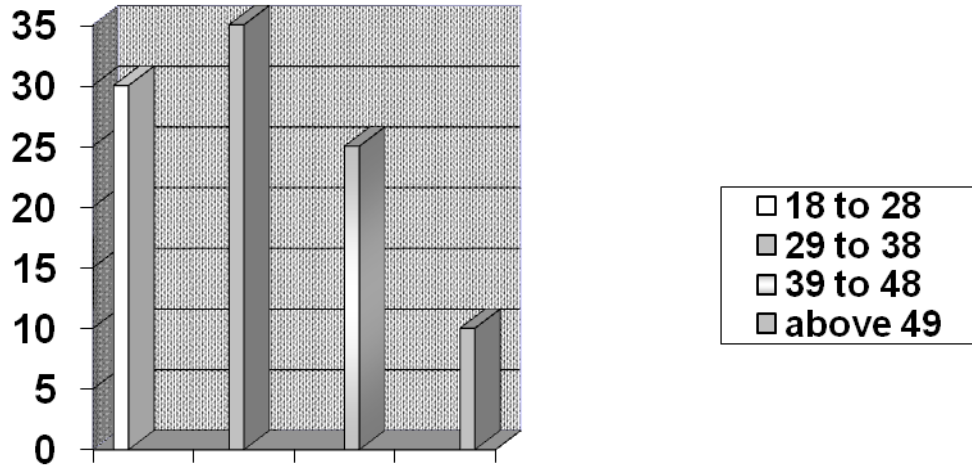
CHAPTER- IV**DATA ANALYSIS AND INTERPRETATION**

TABLE: 3.1.1

AGE OF THE RESPONDENTS:

S.NO	Qualification	No. of Respondents	Percentage
1.	18-28	30	30%
2.	29-38 years	35	35%
3.	39-48 years	25	25%
4.	Above 49	10	10%
	Total	100	100%

Age of the respondents



INTERPRETATION

30% of the respondents belong to the age group of 18-28 years, 35% of the respondents belong to the age group of 29-38Years, 25% of the respondents belong to the age group of 39-48 years and 10% of the respondents belong to the age group of above 49 years.

Chart: 3.1.1 **GENDER OF THE RESPONDENTS**

TABLE: 3.1.2

S.NO	Gender	No. of Respondents	Percentage
1.	Male	75	75%
2.	Female	25	25%
	Total	100	100

INTERPRETATION

From the study it is clear that only 25% of the respondents are female and 75% of the respondents are male this becomes being a manufacturing industry. Female employees are less in number.

Chart: 3.1.2 Gender of the respondents

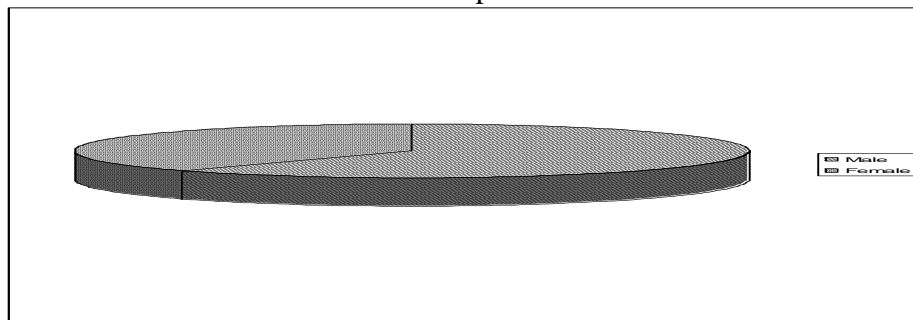


TABLE: 3.1.3

JOB SUITS FOR EDUCATIONAL QUALIFICATION

S.NO	Qualification	Suits for job	Percentage
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1.	Yes	70	70%
2.	No	30	30%
	Total	100	100

INTERPRETATION

From the study it is clear that only 72% of the job suits for education qualification and 28 % of not suits

Chart: 3.1.3

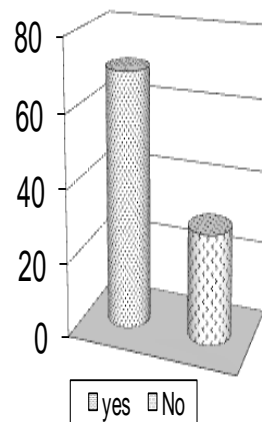


TABLE: 3.1.4

FACE ANY STRESS IN YOUR JOB.

S.NO	Stress in job	Member of stress	Percentage
1.	Yes	60	60%
2.	No	40	40%
	Total	100	100

INTERPRETATION

From the study it is clear that only 60% of the employee's getting stress in job and 40% of the employee's are not getting stress in job.

Chart: 3.1. 4

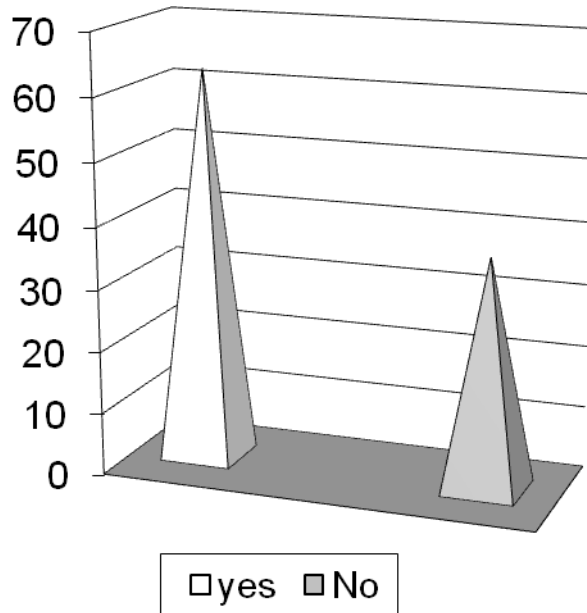


TABLE: 3.1.5

COMPANY PROVIDE YOU FLEXIBLE WORKING HOURS

S.NO	Any Flexible working hours	Member's	Percentage
1.	Yes	87	87%
2.	No	13	13%
	Total	100	100

INTERPRETATION

From the study it is clear that only 87% of the employee's getting Flexible working hours and 13% of the employee's are not getting Flexible working hours.

Chart: 3.1.5

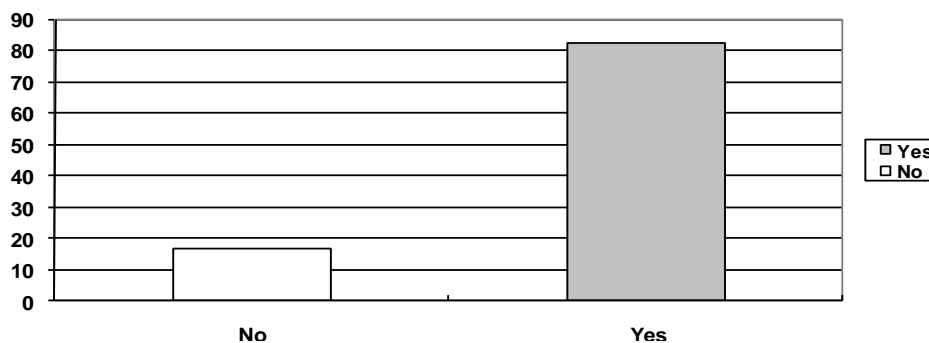


TABLE: 3.1.6

IF COMPANY CLEARLY COMMUNICATES THE GOALS.

S.NO	Clearly Communicates the goals & strategy	Opinion of employee’s	Percentage
1.	Yes	85	85%
2.	No	15	15%
	Total	100	100

INTERPRETATION

From the study it is clear that only 85% of the employee’s Clearly communicate the goals and 15% of the employee’s are not Clearly communicate the goals.

Chart: 3.1.6

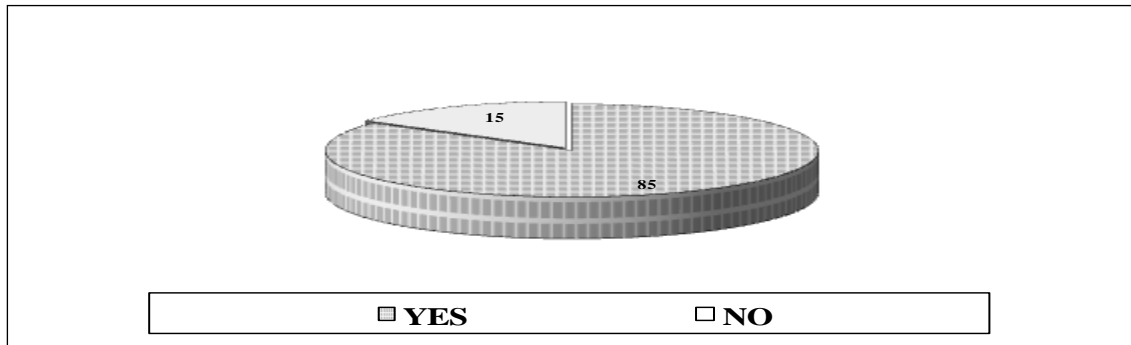


TABLE: 3.1.7

ARE YOU SATISFACTION WITH YOUR PAY PACKAGE

S.NO	ATTRIBUTES	RESPONDENTS	PERCENTAGE
1	Highly satisfied	20	20
2	Satisfied	70	70
3	Dis-satisfied	8	8
4	Highly dis- satisfied	2	2
	Total	100	100

INTERPRETATION

From the above table it was observed that 20% of the respondents were Highly satisfied, 70% respondents were satisfied 8% respondent were Dis-satisfied and 2% respondent was Highly Dissatisfied respectively

Chart :3.1.7

Satisfaction level of welfare measures provided

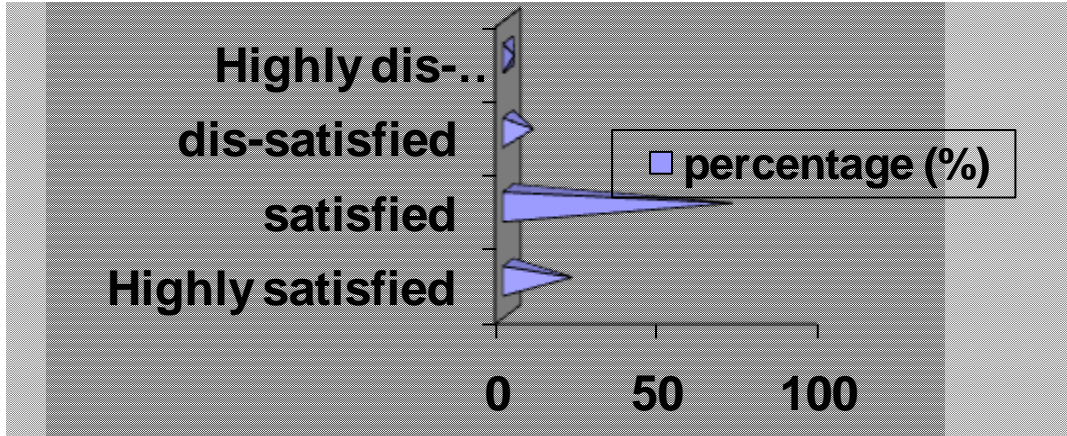


TABLE: 3.1.8

RESPONDENTS REASONS FOR JOINING IN THIS ORGANIZATION

S.NO	Reasons	Respondents	Percentage
1.	Opportunity for Growth	38	38
2.	Good Remuneration	31	31
3.	Job Security	20	20
4.	Job Suited for Specialization	11	11
	Total	100	100

INTERPRETATION

The above statistical analysis shows that majority (38%) of the respondents have responded that opportunity for Growth was the main reason for joining in this organization followed by the next majority (31%) of the respondents have responded that good remuneration was the main reason for joining the organization.

Chart:3.1.8

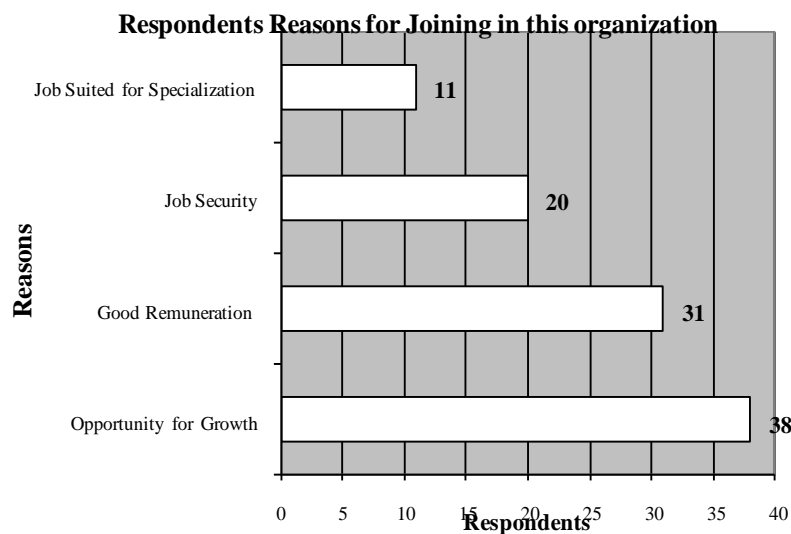


TABLE: 3.1.9

IF YOUR LEVEL OF SATISFACTION REGARDING SUPERIOR – SUBORDINATE RELATIONSHIP...

S.NO	ATTRIBUTES	RESPONDENTS	PERCENTAGE
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1	Highly satisfied	25	25
2	satisfied	65	65
3	Dis-satisfied	10	10
4	Highly dis- satisfied	0	0
	Total	100	100

INTERPRETATION

From the above table it was observed that 25% of the respondents were Highly satisfied,65% respondents were satisfied, and 10% respondent was highly Dis-satisfied respectively.

CHART: 3.1. 9

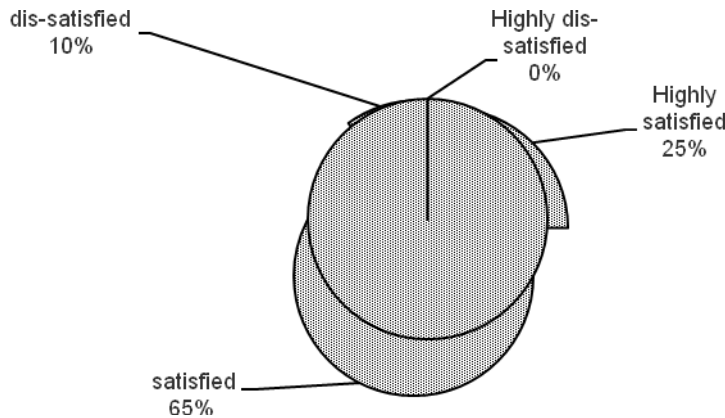


TABLE: 3.1.10

HOW DO YOU VIEW THIS JOB.

S.NO	ATTRIBUTES	RESPONDENTS	PERCENTAGE
1	Challenging	20	20
2	Responsible	60	60
3	Motivating	15	15
4	Secured	5	5
	Total	100	100

INTERPRETATION

From the above table it was observed that 20% of the respondents were Challenging, 60% respondents were Responsible, 15% of the respondents were Motivating 5% respondent Secured respectively

Chart: 3.1.10 How do you view this job

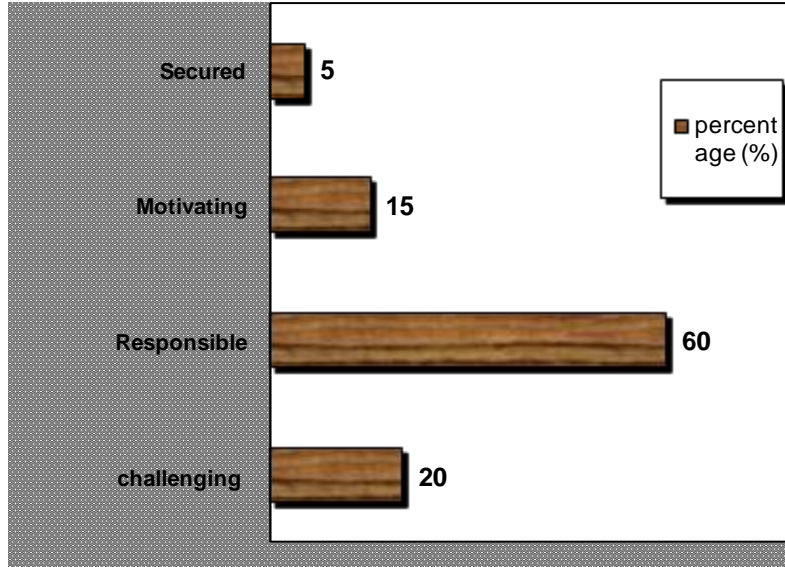


TABLE: 3.1. 11
POTENTIAL OF RESPONDENTS UTILIZED

S.NO	Potential Utilized	Respondents	Percentage
1.	100%	60	60
2.	90%	25	25
3.	80%	10	10
4.	70%	5	5
5.	Below 70%	0	0
	Total	100	100

INTERPRETATION

It is clear from the above statistical analysis that most (60%) of the respondents have responded that their potentials are fully and other (25%) utilized by the organization..

Chart: 3.1.11

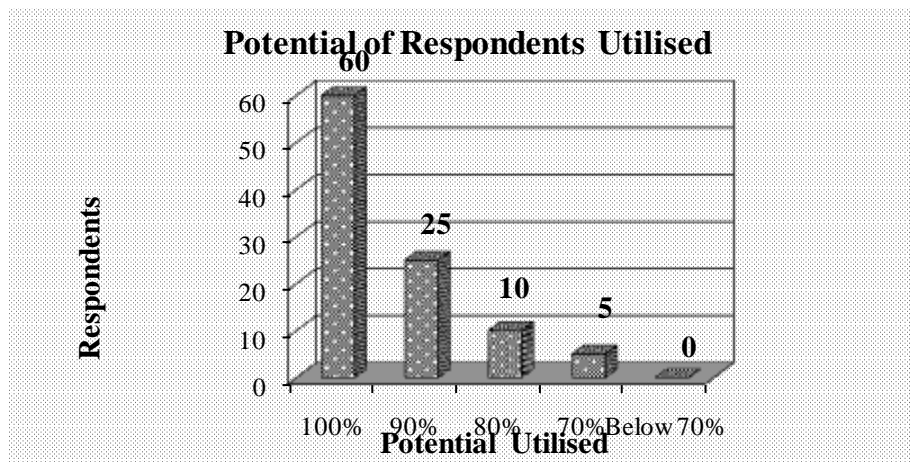


TABLE: 3.1.12

OPINION OF RESPONDENTS TOWARDS JOB IMPORTANCE IN THE ORGANIZATION

S.NO	Job Importance	Respondents	Percentage
1.	Great Extent	10	10
2.	Considerable Extent	70	70
3.	Some Extent	20	20
4.	Not at all	0	0
	Total	100	100

INTERPRETATION

From the above statistical analysis it was inferred that most (10%) of the respondents opined that job is important in the organization to great extent followed by (70%) of the respondents have responded that job is important for considerable extent only.

Chart :3.1.12



TABLE: 3.1.13

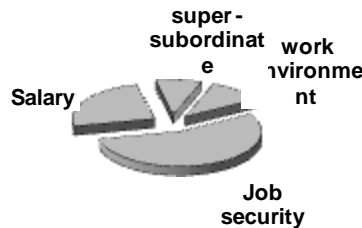
“RANK THE FOLLOWING ATTRIBUTES OF JOB SATISFACTION..

S.NO	ATTRIBUTES	Rank	percentage
1	Work Enviroment	3	11
2	Job Security	1	55
3	Salary	2	25
4	Superior – Subordinate	4	9
	Total		100

INTERPRETATION

From the above table it was observed that 11% of the respondents were Work Environment, 55% respondents were Job Security, 25% of the respondents were Salary and 9% respondent was Superior – Subordinate respectively.

Chart: 3.1.13



“Rank the Following Attributes of Job Satisfaction

TABLE: 3.1.14

FACTORS INFLUENCING RESPONDENTS PERFORMANCE LEVEL

S.NO	Influencing factors	Respondents	Percentage
1.	Perks	10	10
2.	Work burden	22	25
3.	Peer Relationship	48	48
4.	Work environment	20	20
	Total	100	100

INTERPRETATION

From the above statistical analysis it is inferred that that most (48%) of the respondents have Peer Relationship is the most influencing factor for their performance followed by , (25%) of the respondents have responded that Work burden is the next most influencing factor.

Chart :3.1.14

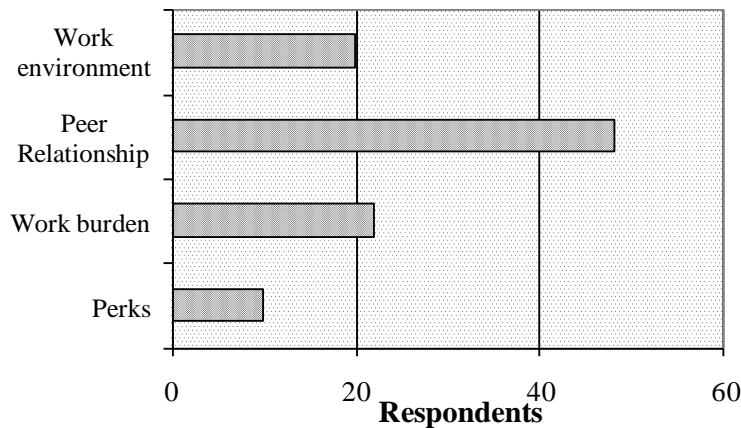


Table: 3.1.15

IF TRAINING PROGRAM IMPROVE BOTH JOB SATISFACTION AND SELF-DEVELOPMENT....

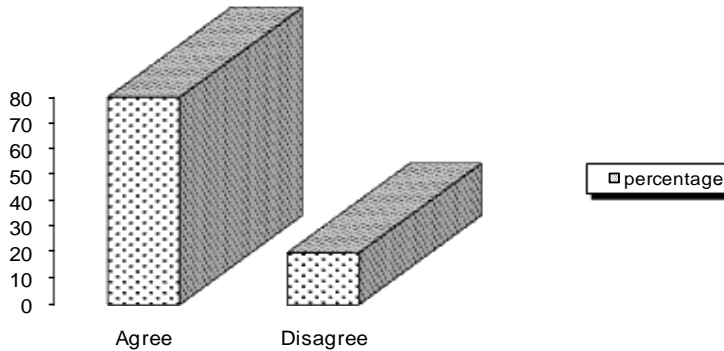
S.NO	ATTRIBUTES	RESPONDENTS	PERCENTAGE
1	Agree	80	80
2	Disagree	20	20
	Total	100	100

INTERPRETATION

From the above table, it is observed that 82% of the respondents was said Agree, 18% of the respondents was said Disagree respectively.

Chart: 3.1.15

Organizations annual increment



STATISTICAL TOOLS

CHI-SQUARE ANALYSIS

- Satisfaction regarding Superior – Subordinate relationship

Vs Gender

Hypothesis

Null Hypothesis- H_0 – There is no significant relationship between Superior – Subordinate in Gender..

Alternative Hypothesis- H_A – There is significant relationship Superior – Subordinate in Gender..

Gender	Satisfaction regarding Superior – Subordinate relationship				Total
	HIGHLY SATISFIED	SATISFIED	DIS SATISFIED	HIGHLY DISSATISFIED	
Male	14	45	7	0	66
Female	11	20	3	0	34

Total	25	65	10	0	100
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Table of Observed Frequency – O

Gender	Satisfaction regarding Superior – Subordinate relationship				Total
	HIGHLY SATISFIED	SATISFIED	DIS SATISFIED	HIGHLY DISSATISFIED	
Male	14	45	7	0	66
Female	11	20	3	0	34
Total	25	65	10	0	100

Table of Expected Frequency – E

Expected Frequency = (Row Total x Column Total) / Grand Total

Gender	Satisfaction regarding Superior – Subordinate relationship				Total
	HIGHLY SATISFIED	SATISFIED	DIS SATISFIED	HIGHLY DISSATISFIED	
Male	16.5	42.9	6.6	0	66
Female	8.5	22.1	3.4	0	34
Total	25	65	10	0	100

Estimation of Chi- Square

Observed Value(O)	Expected Value(E)	O-E	(O-E) ²	(O-E) ² E
14	16.5	-2.5	6.25	0.735
11	8.5	2.5	6.25	0.735
45	42.9	2.1	4.41	0.102
20	22.1	-2.1	4.41	0.102
7	6.6	0.4	0.16	0.024
3	3.4	-0.4	0.16	0.024
0	0	0	0	0
0	0	0	0	0

Calculated Value = 1.722
 Degree Of Freedom = (r-1) (c -1)
 = (4- 1) (2-1)
 = 3
 Tabulated Chi-Square value at 5%
 Significant Level = 2.36

Inference

Since the calculated value is less than the Tabulated Value therefore Null Hypothesis is accepted. There is no significant relationship between Superior – Subordinate in Gender.

➤ **Factors Influencing Response Performance Level**

Vs Gender

Hypothesis

Null Hypothesis- H_0 – there is no significant difference between the factors influencing response performance level in Gender.

Alternative Hypothesis- H_A – there is significant difference between the factors influencing response performance level in Gender..

Gender	Factors influencing response performance level				
	PERKS	WORK BURDEN	PEER RELATIONSHIP	WORK ENVIRONMENT	TOTAL
Male	6	14	28	12	60
Female	4	8	20	8	40
Total	10	22	48	20	100

Table of Observed Frequency – O

Gender	Factors influencing response performance level				
	PERKS	WORK BURDEN	PEER RELATIONSHIP	WORK ENVIRONMENT	TOTAL
Male	6	14	28	12	60
Female	4	8	20	8	40
Total	10	22	48	20	100

Table of Expected Frequency – E

Expected Frequency = (Row Total x Column Total) / Grand Total

Gender	Factors influencing response performance level				
	PERKS	WORK BURDEN	PEER RELATIONSHIP	WORK ENVIRONMENT	TOTAL
Male	6	13.2	28.8	12	60
Female	4	8.8	19.2	8	40

Total	10	22	48	20	100
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Estimation of Chi- Square

Observed Value (O)	Expected Value (E)	O-E	(O-E) ²	(O-E) ² / E
6	6	0	0	0
4	4	0	0	0
14	13.2	0.8	0.64	0.048
8	8.8	-0.8	0.64	0.073
28	28.8	-0.8	0.64	0.022
20	19.2	0.8	0.64	0.033
12	12	0	0	0
8	8	0	0	0

Calculated Value = 0.176
 Degree Of Freedom = (r-1) (c -1)
 = (4- 1) (2-1)
 = 3
 Tabulated Chi-Square value at 5%
 Significant Level = 2.36

Inference

Since the calculated value is less than the Tabulated Value therefore Null Hypothesis is accepted. There is no significant difference between the factor influencing response performance level in Gender.

**CHAPTER-V
 FINDINGS, SUGGESTIONS AND CONCLUSION
 FINDINGS**

- It is inferred from the study, 73% of the sample belong to the salary of Rs. 4000-6000, 18 % are between Rs. 6001-8000 ,26.7% are between Rs.8001-10000 remaining 6.6% are above Rs.10000.
- It is inferred from the study 57% of the sample belongs to > 5 yrs of experience, 41% have 6-10 yrs of experience, 2% have 11 – 25% of experience.
- It is inferred from the study 22% of the sample suggested very good for working environment, 49% respondents said good, 27 % respondents said average and 2 % said poor.
- It is inferred from the study 30% of the sample highly satisfied with welfare measures provided, 50% of the samples are satisfied, 12 % are neutral, 7% are Dis-satisfied, and 1 % is highly Dis-satisfied.
- It is inferred from the study 12% of the sample are highly satisfied on job security, 40% of the sample are satisfied, 38 % are neutral, 8% are Dis-satisfied, and 2% are highly Dis-satisfied.

- It is inferred from the study 33% of the sample Highly satisfied about the relationship and co-operation among the co-workers, 43% of the sample are satisfied, 23 % are neutral, and 1 % are Highly Dis-satisfied.
- It is inferred from the study,11% of the sample are strongly agree for opinion taken while decision making, 36% of the sample are agreed, 37 % are neutral, 11% are Dis-agreed and 5% are strongly Disagreed.
- It is inferred from the study 73% sample said Yes for annual increment provided fairly from the Organisation, 27% said No for it.
- It is inferred from the study 7% of the sample are strongly agree for skills and abilities utilized by the Organisation, 32% of the sample are agreed, 51 % are neutral, 4% are Dis-agreed and 6% are strongly Disagreed.

SUGGESTIONS

- Cleanliness should be maintained properly so that they can able to work without any health problems.
- Employees decision should be taken while decision making so that they can able to come out with their views and ideas from this they can able to maintain cordial relationship with the supervisor.
- Employees should be treated without Discrimination and equal importance should be given to all the employees and to their job.
- Management should be open with the decision making so that fear of job security will be minimized.

CONCLUSION

Are any organization growth is the basic need for development of quality resources. Most of employees are satisfied when they are working with personal goals. To complete with the competitors the organization need to develop new techniques and procedures to improve the quality standards. Most of the employees are satisfy according the quality standards to share feelings and emotions.

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