

**A STUDY ON THE EMPLOYEE ENGAGEMENT LEVELS AND THE CASUAL
FACTORS OF ATTRITION AT PEPSICO – SOUTHERN REGION
(FRITOLAY DIVISION)**

A PROJECT REPORT

Submitted by

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Reg. No. 0820400019

In partial fulfilment of the requirements
for the award of the degree

Of

MASTER OF BUSINESS ADMINISTRATION

KCT Business School

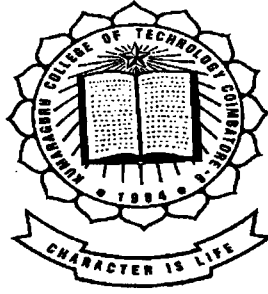
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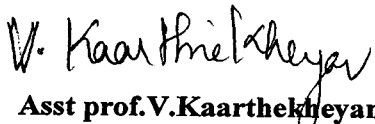
August 2009




**DEPARTMENT OF MANAGEMENT STUDIES
KUMARA GURU COLLEGE OF TECHNOLOGY (AUTONOMOUS)
COIMBATORE**

BONAFIDE CERTIFICATE

Certified that this project titled “A STUDY ON THE EMPLOYEE ENGAGEMENT LEVELS AND THE CASUAL FACTORS OF ATTRITION AT PEPSICO – SOUTHERN REGION (FRITOLAY DIVISION)” is the bonafide work of Ms. K.KAVITHA who carried out this project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.


Asst prof. V. Kaarthikeyan
Faculty Guide


Prof S. V. Devanathan
Director

Evaluated and viva-voce conducted on 11.09.2009


Examiner I


Examiner II



PEPSICO INDIA HOLDINGS PVT. LTD.

(FritoLay Division)


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To whomsoever it may concern

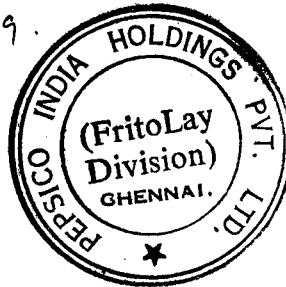
This is to confirm that K. Kavita (Roll. No. 08MBA19) has completed her Summer Internship with PepsiCo India Holdings Pvt. Ltd – FritoLay Division during the period 22nd June to 31st July 09 and has done a study project on "Employee Engagement at FritoLay-PepsiCo".

Her work was satisfactory during the time.

Regards


Venkat Raghavan
Asst. Manager – HR
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DECLARATION

I hereby declare that the dissertation entitled “**A STUDY ON THE EMPLOYEE ENGAGEMENT LEVELS AND THE CASUAL FACTORS OF ATTRITION AT PEPSICO–SOUTH REGION (FRITOLAY DIVISION)**” submitted for the **MASTER OF BUSINESS ADMINISTRATION** degree is my original work and the dissertation has not formed the basis for the reward of any Degree, Associate ship, Fellowship or any other similar titles.



K.KAVITHA

EXECUTIVE SUMMARY

The employee engagement is extent that an employee believes in the mission, purpose and values of an organization and demonstrates that commitment through their actions as an employee and their attitude towards the employer and customers. Employee engagement is high when the statements and conversations held reflect a natural enthusiasm for the company, its employees and the products or services provided.

The project titled **“A STUDY ON THE EMPLOYEE ENGAGEMENT LEVELS AND THE CASUAL FACTORS OF ATTRITION AT PEPSICO – SOUTHERN REGION (FRITOLAY DIVISION)”**.,” has been carried out to determine the engagement of employees in their work. It helps the organization to know about employees engagement in their work and the engagement of employees has been studied on the basis salary, quality of working environment, industrial relations, effectiveness of organization’s culture, career growth and extent of balance between work life and personal life. The project has been done for a period of 45 days using interview schedule and questionnaire method. A sample of 50 was taken for analysis. The analysis used for the study is percentage analysis and chi-square. Based on the analysis, findings and suggestions were given to the company.

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CHAPTER 1

INTRODUCTION

CHAPTER 1

INTRODUCTION

1.1 Back ground of the study

Employee engagement

The concept of employee (or workplace) engagement has also received a great deal of attention in recent years from business-related publications, as well as from consulting firms seeking to help organizations maximize their human capital. Employee engagement has been broadly conceptualized, and appears to share conceptual similarities with such constructs as job involvement, empowerment, work commitment, trust, intrinsic motivation, flow, and organizational citizenship behavior

Employee Engagement is a collaborative effort which requires participation and commitment to the organizations people's philosophy. Often during my interaction with employees from various organizations and different industries I try and figure out what is it that motivates them keeps them excited about the job they do, some of which are mundane and repetitive at times. More often that not, it's the immediate leader who is the key to success of an engaged teams and motivated employees. HR as a function can't

Actually engage employees in isolation unless the leadership continues to take employee engagement as internal performance metrics for evaluating and rewarding performance. The formulation of employee engagement provides of PepsiCo India Holdings Private Limited., and organizational studies are background of this project. This formulation enables the employees in the organization to identify their commitment with the job.

Engaged employees care about the future of the company and are willing to invest the discretionary effort – exceeding duty's call – to see that the organization succeeds. Engaged employees are more productive than their disengaged counterparts. Engaged employees believe that they can make a difference in the organizations they work for. It provides

- To understand the challenges of employee retention in today's job market
- To know the factors influencing to attrition in an organization
- how engage@work and engage everyday concepts are becoming more and more important in creating effective employee retention programs

1.2 Review of literature

“Nitin Vazirani, Dean ¹” (Working paper 05/07) Employee engagement is the level of commitment and involvement an employee has towards their 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. It is a positive attitude held by the employees towards the organization and its values. The paper focuses on how employee engagement is an antecedent of job involvement and what should company do to make the employees engaged. The paper also looks at the Gallup 12 point questionnaire, twelve-question survey that identifies strong feelings of employee engagement and the steps which shows how to drive an engaged employee.

“Mary Lynn Berry and Michael L. Morris ²” (2007) a proposed relationship between the antecedent -- employee engagement factors—and the outcome variable turnover intent mediated by job satisfaction. Kahn’s Personal

1. Employee Engagement, Nitin Vazirani, Dean in OB and HR, SIES College of Management Studies, Working Paper 05/07

2. The Impact of Employee Engagement Factors and Job Satisfaction On Turnover Intent , Mary Lynn Berry and Michael L. Morris , The University of Tennessee, Knoxville, 2007, p1

Engagement Theory, Equity Theory, and Herzberg's Two- Factor Theory of Job Satisfaction were used as theoretical underpinnings for the review. Implications for the human resource development were discussed.

“Michelle R. Simpson ³” (2004) Engagement at work has emerged as a potentially important employee performance and organizational management topic, however, the definition and measurement of engagement at work, and more specifically, nurse engagement, is poorly understood. The objective of this paper is to examine the current state of knowledge about engagement at work through a review of the literature. This review highlights the four lines of engagement research and focuses on the determinants and consequences of engagement at work. Methodological issues, as identified in the current research, and recommendations for future nurse-based engagement research are provided.

“William h.macey ⁴” (2009) meaning of employee engagement is ambiguous among both academic researchers and among practitioners who use it in conversations with clients. We show that the term is used at different times to

3.Engagement at work, Michelle r.simpson, may, 004,p4

4.The meaning of employee engagement h.maeay valtere corporation & University of Maryland feb 2009, p8

refer to psychological states, traits, and behaviors as well as their antecedents and outcomes. Drawing on diverse relevant literatures, we offer a series of propositions about (a) psychological state engagement; (b) behavioral engagement; and (c) trait engagement. In addition, we offer propositions regarding the effects of job attributes and leadership as main effects on state and behavioral engagement and as moderators of the relationships among the 3 facets of engagement. We conclude with thoughts about the measurement of the 3 facets of engagement and potential antecedents especially measurement via employee surveys.

“Sandeep Kular, Mark Gatenby ⁵” said there are more employees who are disengaged or *not* engaged than there are engaged employees. Despite this, many organisations believe that engagement is a dominant source of competitive advantage. Results from research organisations and corporate results have demonstrated there may be a strong link between engagement, employee performance and business outcomes. The key drivers of employee engagement identified include communication, opportunities for employees to feed their views upwards and thinking that their managers are committed to the organisation.

5. Employee Engagement: Sandeep Kular, Mark Gatenby, Kingston Business School

Working Paper Series No 19, October 2008

1.3 Objectives to the study

Primary Objective

- To study the effectiveness of employee engagement and to study the causal factors of attrition to minimize attrition and maximize retention @ Pepsico southern region

Secondary objective

- To assess the perception of employees about the various employee engagement programmes.
- To identify the various causal factors of attrition during the reason past
- To propose various types of engagement programme to minimize the employee retention

1.4 Scope of the study

The scope of the study is to enhance the employees development growth and also overcome the problem arising due to overload. This increases the employees of work life balance and this leads avoid attrition and maximize retention. This develops the relationship between employer and employees and to improve job satisfaction

1.5 Research methodology

Research design

Research can either be exploratory or descriptive. Exploratory research seeks to extend the boundaries of knowledge in a given area and with no necessary immediate application to existing problem. Descriptive research on the other hand, attempts to use existing knowledge as an aid to the solution of some give problem /set of problems.

The research design used in this study has been descriptive in nature. The study and analysis is confirmed to the existing human resources in respect of the employee engagement.

Sampling

- Target population- 140
- Sample size - 50

Methods of data collection

Primary data

Information that has been collected at first hands. It involves measurement of some sort whether by taking readings off instruments, off instruments, sketching, counting or conducting interviews (using questionnaires)

Secondary data

Secondary data refers to information that has previously been gathered by someone other than the researcher and / or for some other purpose than the research project at hand.

The project study involves primary data collected from the company employees by the way of conducting interview through telephone.

Tools for analysis

- Percentage Analysis
- Chi-Square

1.5 Limitations of the study

- The study is limited only to Frito lay division
- The study was conducted amidst customer executives only

CHAPTER 2

ORGANIZATION PROFILE

CHAPTER 2

PEPSICO INDIA HOLDINGS PVT LIMITED



2.1 History

PepsiCo entered India in 1989 and has grown to become one of the country's leading food and beverage companies. One of the largest multinational investors in the country, PepsiCo has established a business which aims to serve the long term dynamic needs of consumers in India. PepsiCo India and its partners have invested more than U.S. \$1 billion since the company was established in the country. PepsiCo provides direct and indirect employment to 150,000 people including suppliers and distributors. PepsiCo is in around 180 countries.

2.2 Organization Structure

Mission

To be the world's premier consumer Products Company focused on convenience foods and beverages. We seek to produce healthy financial rewards to investors as we provide opportunities

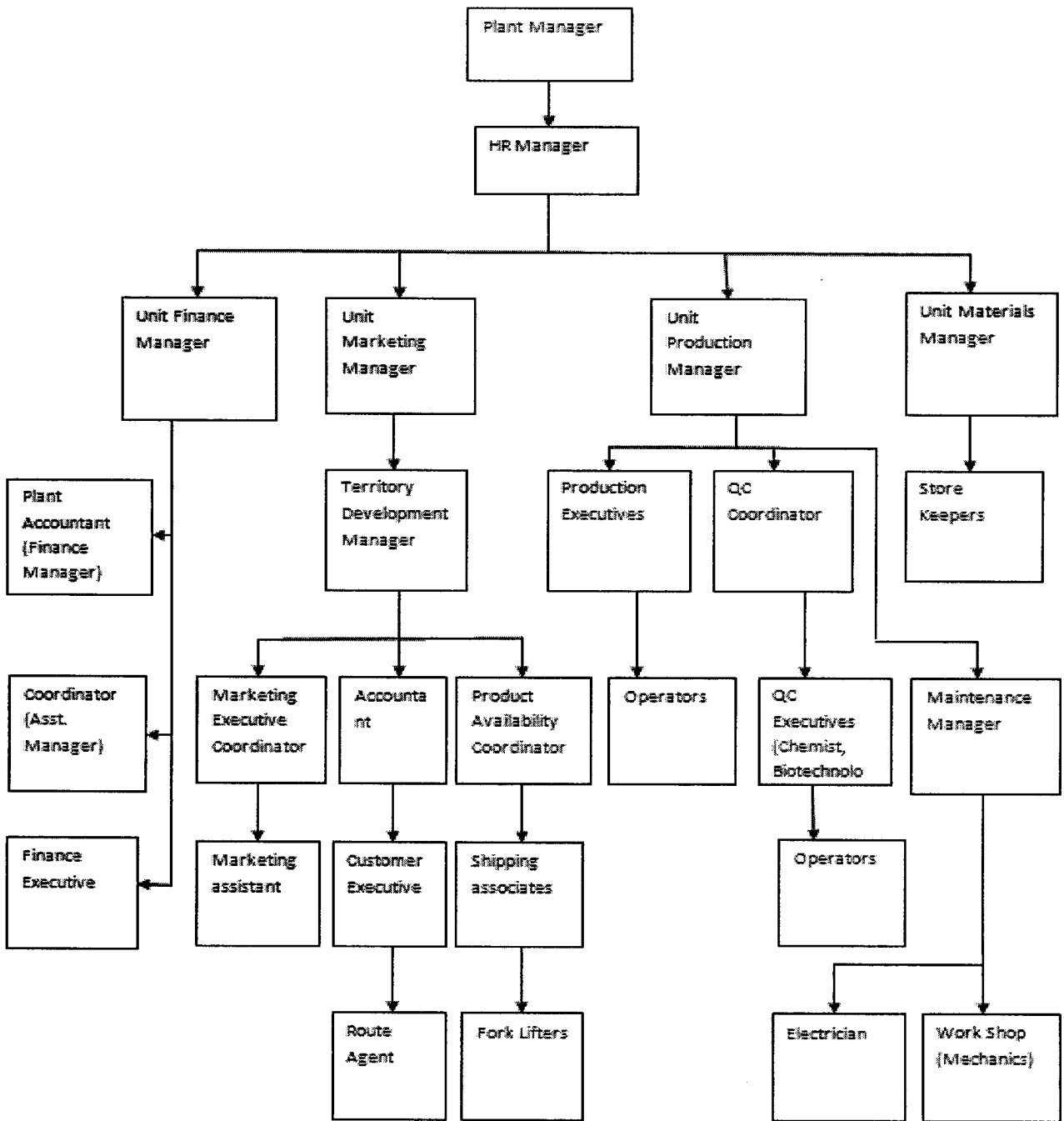


Fig1.Organizaton structure

for growth and enrichment to our employees, our business partners and the communities in which we operate. And in everything we do, we strive for honesty, fairness and integrity."

Vision

"PepsiCo's responsibility is to continually improve all aspects of the world in which we operate – environment, social, economic – creating a better tomorrow than today."

Values & Philosophy

Our Values & Philosophy are a reflection of the socially and environmentally responsible company we aspire to be. They are the foundation for every business decision we make.

Our Commitment

We are committed to delivering sustained growth through empowered people acting responsibly and building trust.

PepsiCo's code of conduct

It applies to every employee, officer and director of these companies, every division and subsidiary, and every business transaction we make worldwide. It is available in 30 languages and includes provisions regarding:

- Ethical Business Dealings
- Bribery
- Business Gifts and Entertainment
- Discrimination
- Harassment
- Confidentiality of Information
- Insider Trading
- Accounts and Record-Keeping
- Health and Safety
- Political Activities
- Protection of Company Asset
- Whistle blowing

2.3 Frito lay division



Lay's is the brand name for a number of potato chip (crisps in British English) varieties as well as the name of the company that founded the chip brand in 1938. Lay's chips are marketed as a division of Frito-Lay, a company owned by PepsiCo Inc. since 1965. Other brands in the Frito-Lay group include Fritos, Doritos, Ruffles, Cheetos and Rold Gold pretzels. In 1932 salesman Herman W. Lay opened a snack food operation in Nashville, Tennessee and, in 1938, he purchased the Atlanta, Georgia potato chip manufacturer "Barrett Food Company," renaming it "H.W. Lay & Company." Lay criss-crossed the southern United States selling the product from the trunk of his car.

In 1942, Lay introduced the first continuous potato processor, resulting in the first

large-scale production of the product. The business shortened its name to "the Lay's Company" in 1944 and became the first snack food manufacturer to purchase television commercials, with Bert Lahr as a celebrity spokesman. In 1961, the Frito Company founded by Elmer Doolin and Lay's merged to form Frito-Lay Inc. In 1965, Frito-Lay merged with the Pepsi-Cola Company to form PepsiCo, Inc. and a barbecue version of the chips appeared on grocery shelves. In the 2000s, kettle cooked brands appeared as did a processed version called Lay's Stax

that was intended to compete with Pringles, and the company began introducing a variety of additional flavour variations. Frito-Lay products currently control 55% of the United States salty foods marketplace.

2.4 Product profile

The company manufactures Quaker Oats, Gatorade, Frito-Lay, So Be, and Tropicana. PepsiCo is one of the largest MNC exporters in India. It has 39 bottling plants in India, of which 17 are company owned and 22 are franchisee owned. The famous brands of the company include soft drinks like Pepsi, 7 UP, Mirinda and Mountain Dew, Diet Pepsi and 7Up. Other brands are Aquafina drinking water, Gatorade, Tropicana, Tropicana Twister and Slice. In snack category, Lays, Kurkure, Uncle Chips and Cheetos are very popular.

Pepsi-Cola Brands





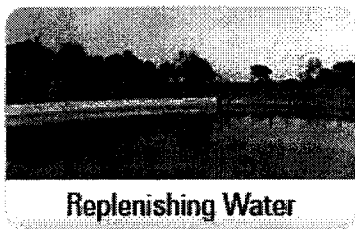
2.5 Market potential

PepsiCo Inc.. The Group's principal activities are to manufacture market and sell salty, convenient, sweet and grain-based snacks, carbonated and non-carbonated beverages and foods. It operates in Six Segments: Frito-Lay North America manufactures, markets, sells and distribute branded snacks. Quaker Foods North America manufactures, markets and sells cereals, rice, pasta and other branded products. Latin America Foods manufactures, markets and sells a number of leading salty and sweet snack. PepsiCo Americas Beverages manufactures, markets and sells beverage concentrates, fountain syrups and finished goods, under various beverage brands. United Kingdom & Europe manufactures, markets and sells through consolidated businesses as well as through non controlled affiliates.

2.6 Corporate social responsibility

A unique opportunity for our employees to make a difference to the lives of girl child is the newly formed association with Salaam Balak Trust, an NGO that runs a shelter for homeless girls in Gurgaon. The orientation program saw enthusiastic participation from employees and their families. Employees and the children of the trust had a lot of fun knowing each other over fun games and interactive sessions. The spark in the eyes of kids were worth the effort made by employees however small it may be. As part of further strengthening this

association, employees and in some cases even the family members are currently visiting the shelter on pre-assigned slots to share their knowledge , skills and learnings about computers, art & craft, healthy foods and communication skills with the children to prepare them for better future.



CHAPTER 3

DATA ANALYSIS & INTERPRETATION

CHAPTER 3

DATA ANALYSIS AND INTERPRETATION

Table No 3.1. Level of satisfaction: salary based on market trend

Satisfied	Neutral	Dissatisfied	Total
38	4	8	50
76%	8%	16%	100

From the table it is inferred that 76% of respondents are satisfied with salary based on market trend, because the company is giving salary to the employees according to the economic situation

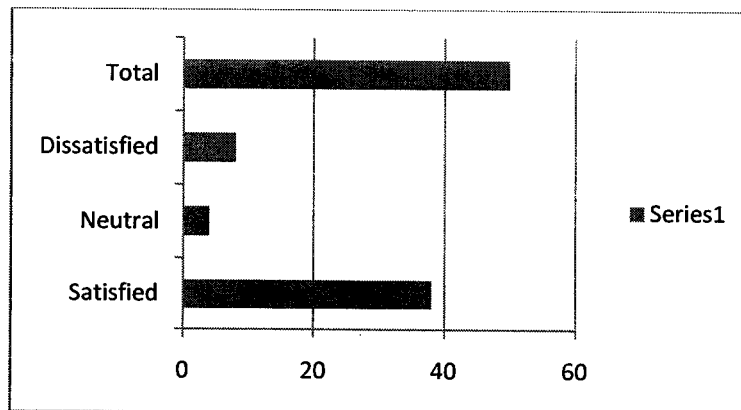
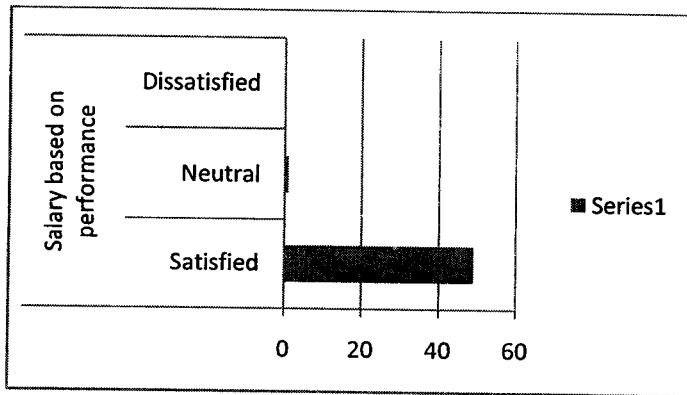


Fig 3.1 Level of satisfaction: salary based on market trend

Table No.3.2.Level of satisfaction: salary based on performance

Satisfied	Neutral	Dissatisfied	Total
49	1	0	50
98%	2%	0	100

From the table it is inferred that 98% of respondents are satisfied with salary based on performance, because the company is identifying the employees performance and paying the salary to the employees.



Figs 3.2. Level of satisfaction: salary based on performance

Table No.3.3.Level of satisfaction: Leave Benefits

Satisfied	Neutral	Dissatisfied	Not used	Total
21	1	8	20	50
42%	2%	16%	40%	100

From the table it is inferred that 42% of respondents are satisfied with the leave benefits, because the company is paying salary to the employees during leave times

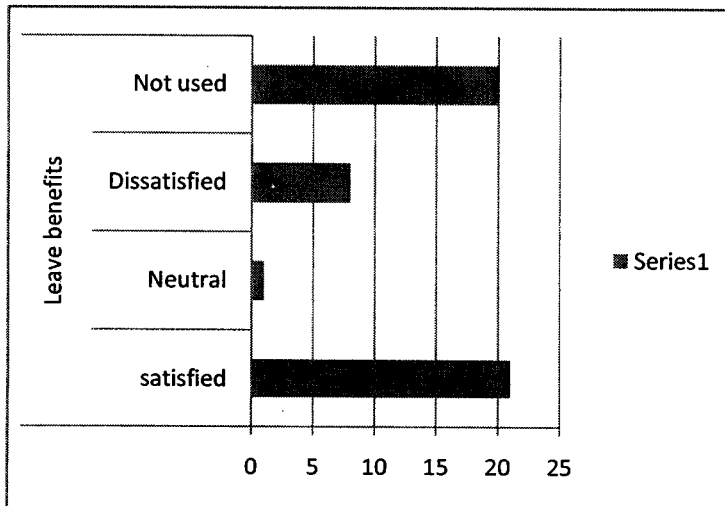


Fig 3.3.Level of satisfaction: Leave Benefits

Table.3.4.Level of satisfaction: medical plan

Satisfied	Neutral	Dissatisfied	Not used	Total
9	0	1	40	50
18%	0	2%	80%	100

From the table it is referred that 80% of respondents are not used the medical plan, because they don't aware about the medical plan.

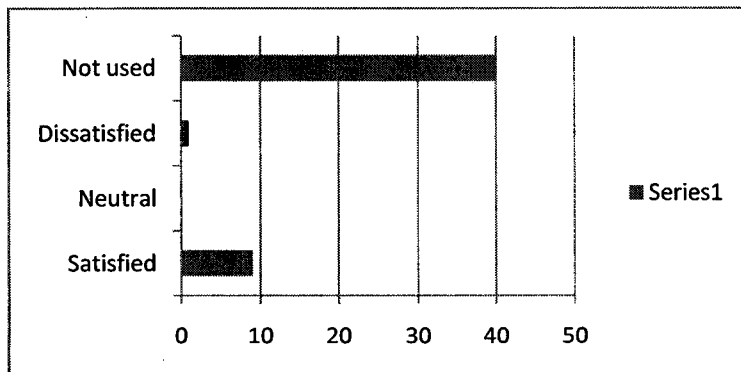


Fig 3.4 Level of satisfaction: medical plan

Table No 3.5.Level of satisfaction: Educational Assistance program

Satisfied	Neutral	Dissatisfied	Not used	Total
38	5	7	0	50
76%	10%	14%	0	100

From the table it is referred that 76% of respondents are satisfied with educational assistance program, because the company is providing some educational program to the employees for their development

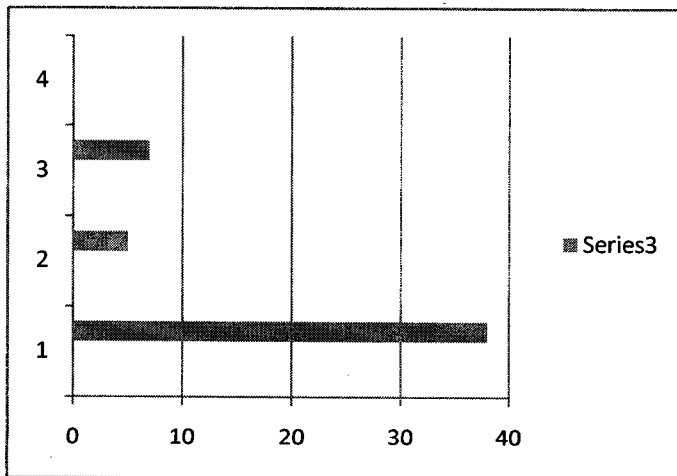


Fig 3.5.Level of satisfaction: Educational Assistance program

Table No 3.6.Level of Satisfaction: Reimbursement plan

Satisfied	Neutral	Dissatisfied	Not used	Total
48	1	1	0	50
96%	2%	2%	0	100

From this table it is referred that 96% of respondents are satisfied, because the company refunds the entire amount for employees which they can use

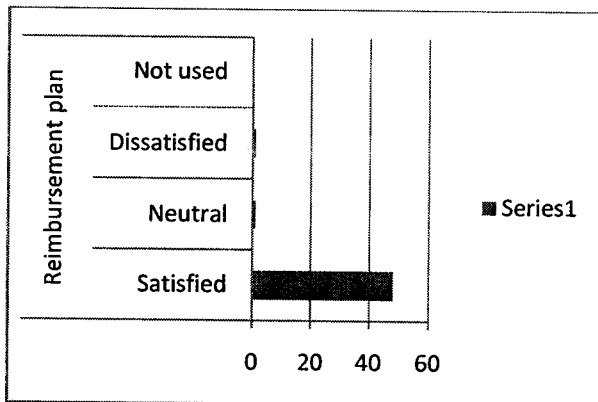


Fig 3.6.Level of Satisfaction: Reimbursement plan

Peer group relationship

Table No 3.7.Level of satisfaction: development plan

Satisfied	Neutral	Dissatisfied	Total
46	4	0	50
92%	8%	0	100

From the table it is inferred that 92% of respondents are satisfied with the development plan because the manager discusses the development plan with the employees and ask their views for the organizational development

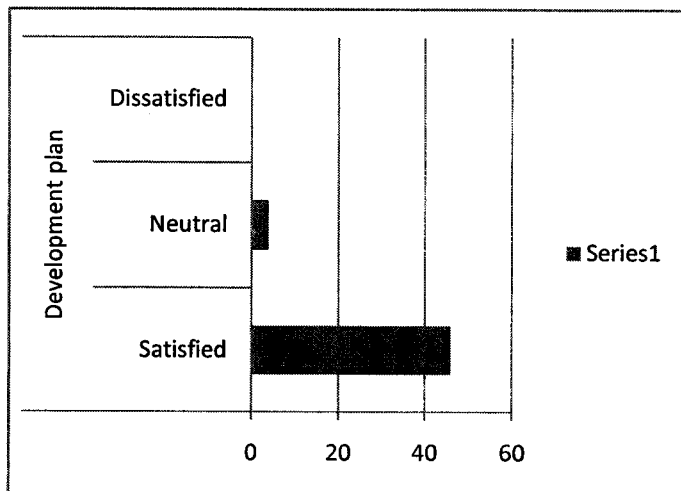


Fig 3.7.Level of satisfaction: development plan

Table No 3.8. Level of satisfaction: Manager listening to ideas

Satisfied	Neutral	Dissatisfied	Total
44	4	2	50
88%	8%	4%	100

From the table it is inferred that 88% of respondents are satisfied because the manager consider the employees ideas and the employees also giving good ideas.

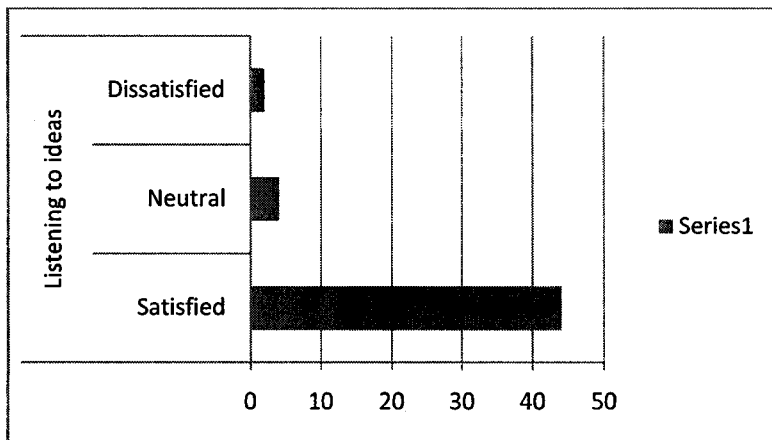


Fig 3.8. Level of satisfaction: Manager listening to idea

Table No 3.9.Level of satisfaction: Respect from the manager

Satisfied	Neutral	Dissatisfied	Total
46	3	1	50
92%	6%	2%	100

From the table it is referred that 92% of respondents are satisfied because the manager is treating their employees in a good manner and the manager is giving importance to the employees.

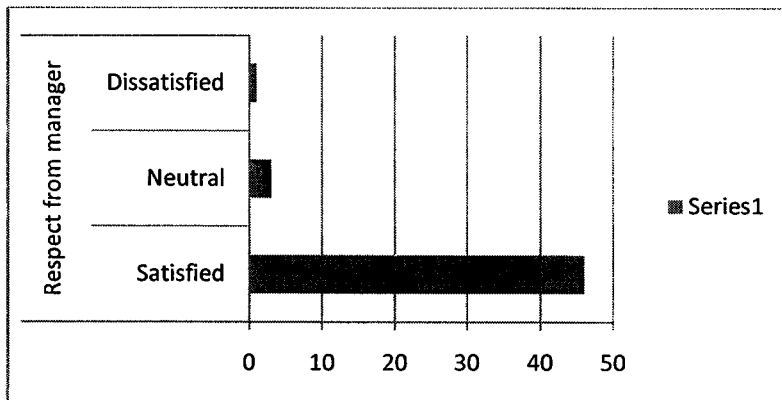


Fig 3.9.Level of satisfaction: Respect from the manager

Table No 3.10.Level of satisfaction: Support from the manager

Satisfied	Neutral	Dissatisfied	Total
37	7	6	50
76%	14%	12%	100

From the table it is referred that 76% of respondents are satisfied because the manager helps to the employees and supporting to them when the employees have problem

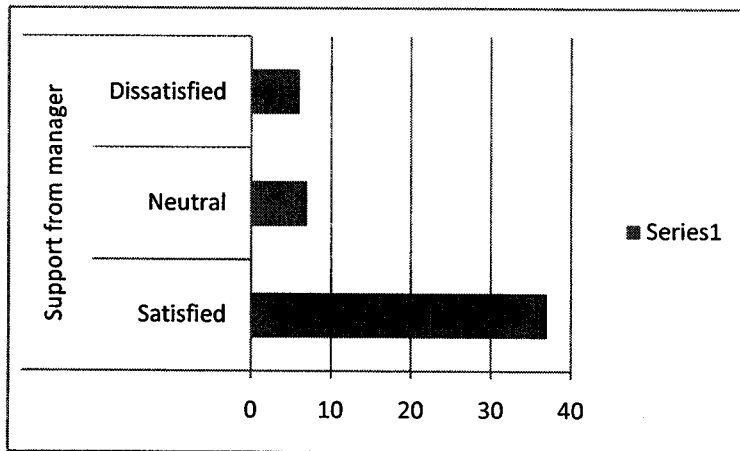


Fig 3.10 Level of satisfaction: Support from the manager

Table No 3.11.Level of satisfaction: Career Growth

Satisfied	Neutral	Dissatisfied	Total
43	7	0	50
86%	14%	0	100

From this table it is referred that 86% of respondents are satisfied, because the company is providing some career development program to the employees for their future development

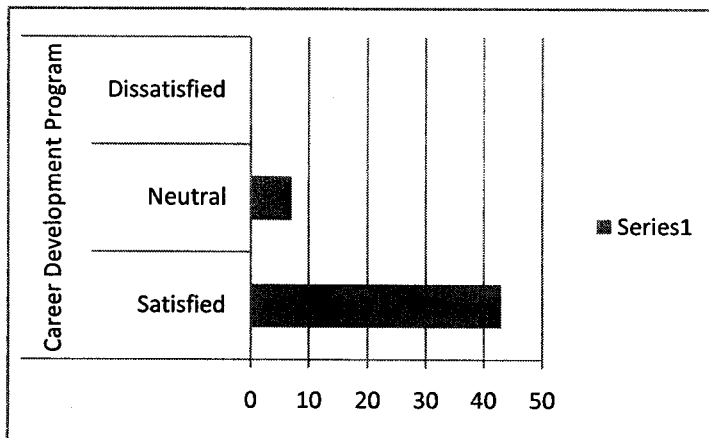


Fig 3.11 Level of satisfaction: Career Growth

Table No 3.12. Level of satisfaction: Opportunity for personal growth

Satisfied	Neutral	Dissatisfied	Total
37	12	1	50
74%	24%	2%	100

From the table it is referred that 74% of respondents are satisfied, because the company provides opportunity to develop their skills and their personal growth.

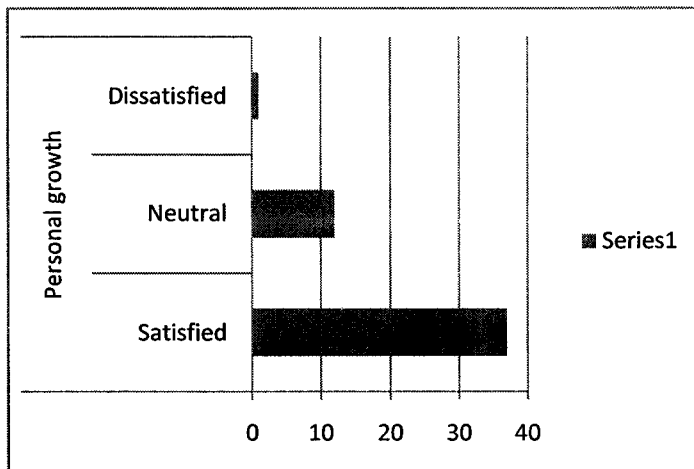


Fig 3.12 Level of satisfaction: Opportunity for personal growth

Table No 3.13.Level of satisfaction: Opportunity for learn new skills

Satisfied	Neutral	Dissatisfied	Total
23	18	9	50
46%	36%	18%	100

From the table it is referred that 46% of respondents are satisfied, because the company provides the opportunity to the employees to learn many soft skills

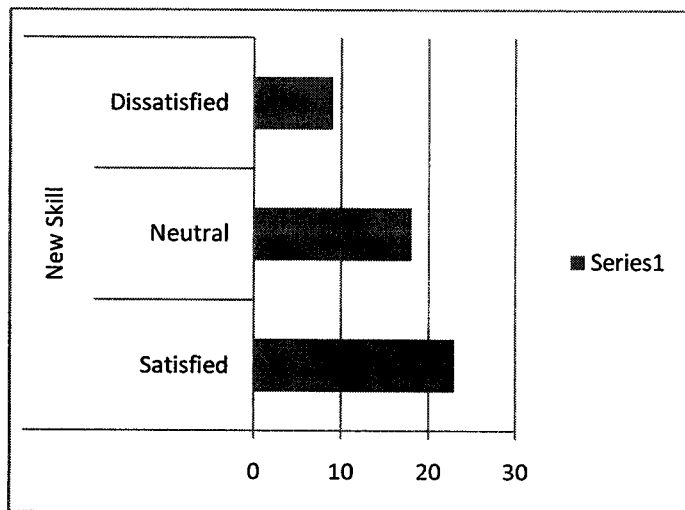


Fig 3.13 Level of satisfaction: Opportunity for learn new skills

Table No 3.14.Level of satisfaction: Work load

Satisfied	Neutral	Dissatisfied	Total
30	6	14	50
60%	12%	28%	100

From the table it is inferred that 60% of respondents are satisfied with the work load, because the employees have the ability to cope up the work load

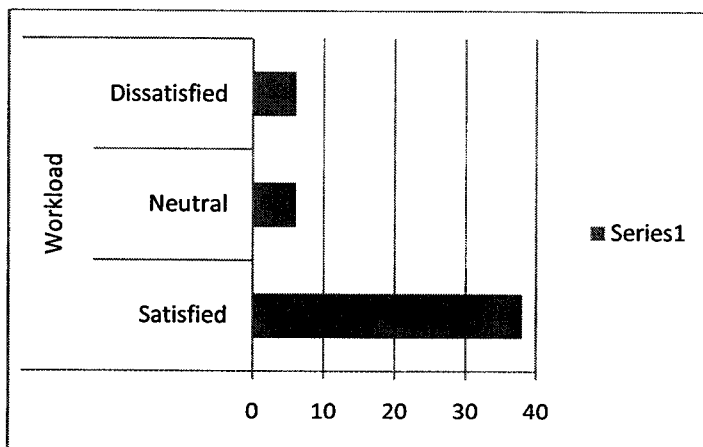


Fig 3.14 Level of satisfaction: Work load

Table No 3.15.Level of satisfaction: Work life balance

Satisfied	Neutral	Dissatisfied	Total
37	5	8	50
74%	10%	16%	100

From the table it is referred that 74% of respondents are satisfied with the work life balance, the employees have a time to spend with their family and their work

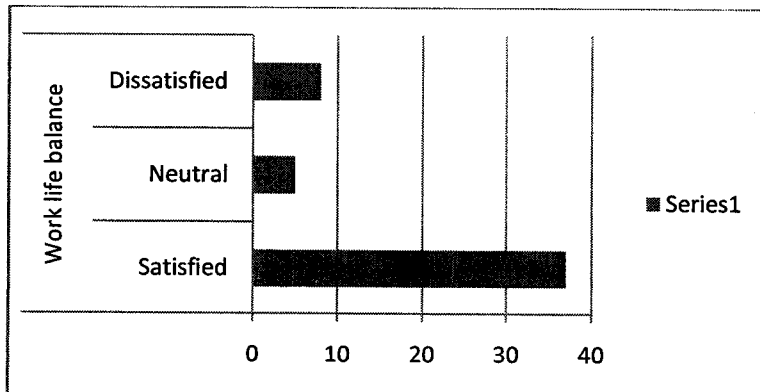


Fig 3.15 Level of satisfaction: Work life balance

Table No 3.16.Reason for attrition

	Frequency	Percent
Compensation and benefits	4	8.0
Work life balance	18	36.0
Superior's attitude	9	18.0
Career Growth	6	12.0
Workstyleand Environment	13	26.0
Total	50	100.0

From the table it is referred that the major reason for the attrition is work life balance 36%, because they don't have the ability to cope with their work and moreover less number of employees are there.

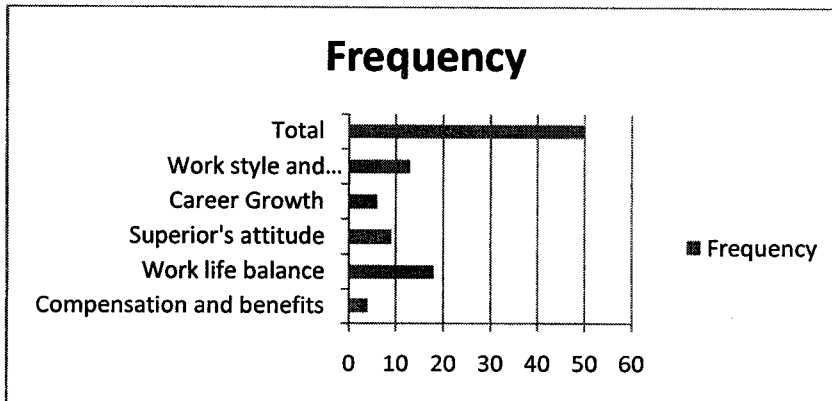


Fig 3.16.Reason for attrition

Chi-square test

Table No 3.17 The relation between valued person and recognition

Recognition Valued person	Strongly agree	Agree	Total
strongly agree	4	2	6
Agree	16	9	25
Neutral	13	6	19
Total	33	17	50

Degree of freedom = 2

Significant = 5%

Table value = 5.991

Calculated Value = 0.39

Ho is accepted. There is no significant relationship between valued person and recognition. The company is treating all the employees equally and there is no bias between valued person and recognition of the employees.

Table No 3.18 The relationship between Respect and Support from the manager

Support Respect	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagr ee	Strongly Disagree	Total
Strongly agree	5	3	2	0	0	10
Agree	1	27	3	3	2	36
Neither agree Nor Disagree	0	1	1	1	0	3
Strongly Disagree	0	0	1	0	0	1
Total	6	31	7	4	2	50

Degree of freedom = 12

Significant = 5%

Table Value = 29.86

Calculated Value = 21.0226

Ho is accepted. There is no significant relationship between the respect and support in the peer group relationship. The company is giving both support and respect to the employees, there is no bias between respect and support.

Table No 3.19 The relation between opportunity for personal growth and opportunity to learn skills

New Skills Personal growth	Strongly		Neither			
	Agree	Agree	Agree Nor Disagree	Disagr ee	Strongly Disagree	Total
Strongly Agree	2	4	1	0	1	8
Agree	1	12	10	3	3	29
Neither agree nor Disagree	0	4	7	1	0	12
strongly Disagree	0	0	0	0	1	1
Total	3	20	18	4	5	50

Degree of freedom = 12

Significant = 5%

Table value = 21.026

Calculated value = 20.19

Ho is accepted. There is no significant relationship between opportunity for personal growth and opportunity for career growth. The employees are using both the facilities in an equal manner

Table No 3.20 The relationship between experience and work life balance

Work life		Work life Balance					Total
		strongly Agree	Agree	Neither agree nor Disagree	Disagree	Strongly Disagree	
Exp	0-3yrs	0	0	0	5	3	8
	3-6yrs	0	23	5	0	0	28
	6-9yrs	1	9	0	0	0	10
	>9yrs	3	1	0	0	0	4
Total		4	33	5	5	3	50

Degree of freedom = 12

Significant = 5%

Table value = 21.026

Calculated value = 79.54

Ho is rejected. There is some significant relationship between experience and work life balance. The employees agree with the work life balance while having the experience of 3-6 years.

CHAPTER 4

CONCLUSIONS

Findings

- From the table it is inferred that 76% of respondents are satisfied with salary based on market trend, because the company is giving salary to the employees according to the economic situation (Table No 3.1)
- From the table it is inferred that 98% of respondents are satisfied with salary based on performance, because the company is identifying the employees performance and paying the salary to the employees. (Table No 3.2)
- From the table it is inferred that 42% of respondents are satisfied with the leave benefits, because the company is paying salary to the employees during leave times (Table No 3.3)
- From the table it is referred that 80% of respondents are not used the medical plan, because they don't aware about the medical plan.
(Table No 3.4)
- From the table it is referred that 76% of respondents are satisfied with educational assistance program, because the company is providing some educational program to the employees for their development
(Table No 3.5)
- From this table it is referred that 96% of respondents are satisfied, because the company refunds the entire amount for employees which they can use
(Table No 3.6)

- From the table it is inferred that 92% of respondents are satisfied with the development plan because the manager discusses the development plan with the employees and ask their views for the organizational development

(Table No 3.7)
- From the table it is inferred that 88% of respondents are satisfied because the manager considers the employees ideas and the employees are also giving good ideas. (Table No 3.8)
- From the table it is referred that 92% of respondents are satisfied because the manager is treating their employees in a good manner and the manager is giving importance to the employees.(Table No 3.9)
- From the table it is referred that 76% of respondents are satisfied because the manager helps to the employees and supporting to them when the employees have problem(Table No 3.10)
- From this table it is referred that 86% of respondents are satisfied, because the company is providing career development program to the employees for their future development (Table No 3.11)
- From the table it is referred that 74% of respondents are satisfied, because the company provides opportunity to develop their talent and their personal

growth. (Table No 3.12)

- From the table it is referred that 46% of respondents are satisfied, because the company provides the opportunity to the employees to learn many soft skills (Table No 3.13)
- From the table it is inferred that 60% of respondents are satisfied with the work load, because the employees have the ability to cope up the work load (Table No 3.14)
- From the table it is referred that 74% of respondents are satisfied with the work life balance, the employees have a time to spend with their family and work (Table No 3.15)
- From the table it is referred that the major reason for the attrition is work life balance 36%, because they don't have the ability to cope with their work and moreover less number of employees are there. (Table No 3.16)
- Ho is accepted. There is no significant relationship between valued person and recognition. The company is treating all the employees equally and there is no bias between valued person and recognition of the employees. (Table No 3.17)
- Ho is accepted. There is no significant relationship between the respect and support in the peer group relationship. The company is giving both support and respect to the employees, there is no bias between respect and support.

(Table No 3.18)

- Ho is accepted. There is no significant relationship between opportunity for personal growth and opportunity for career growth. The employees are using both the facilities in an equal manner (Table No 3.19)
- Ho is rejected. There is some significant relationship between experience and work life balance. The employees agree with the work life balance while having the experience of 3-6 years(Table No 3.20)

Suggestions

- The salary given by the company is satisfying majority of the employees. The company give many incentives to their employees based on their performance
- The benefits provided by the company is using by less number of employees only, especially medial plan. The company may identify the reasons for the employees who are not using the benefits and conduct some program to the employees to aware about the medical plan
- The relationship between manager and employees is satisfied. It may be continued for the future development
- The opportunity for career growth is there, some of the employees are not using this benefit, The employer may motivate these employees for their career growth
- Work load is somewhat high, so the employees are not satisfied with the work life balance, More employees can recruit to avoid work load problem
- The major reason for attrition is work life balance, during recruitment the employees can be recruited in such a way that they are cope up with the stress by having stress interview in their recruitment process.

CONCLUSION

As it is clear that the company's strength is human resources, for this company has to take care of employees and they should satisfy with their jobs. But in Frito lay, there is some problem in work load and career growths of employees, the employees are not aware about the medical plan. So the company has to take necessary steps for employees to know about medical plan, to have a work life balance and to have their career growth.

ANNEXURE

Questionnaire on Employee engagement

1. Demographic Details

a) Name :

b) DOB: dd/mm/yy :

c) Marital Status: Single Married

d) Designation: _____ Location : _____

e) State : _____

f) Total no of Experience:

0 – 5yrs 5 – 10 yrs 10 – 15 yrs 15+yrs

h) Experience in PEPSICO

0-3yrs 3-6yrs 6-9yrs 9+yrs

i) Qualification: Schooling/Diploma Under Graduate Post Graduate Others

1. What is your Income level in terms of annual pay?

200000 300000 400000 >40000

2. Do you agree with your organization's salary and compensation structure is good with the current market trend?

Strongly Agree Agree Neither Agree Nor Agree Disagree Strongly Disagree

3. Do you agree with your compensation linked to your performance?

Strongly Agree Agree Neither Agree Nor Agree Disagree Strongly Disagree

4. Do you feel you are valued more by your organization when compared with its competitors?

Strongly Agree Agree Neither Agree Nor Agree Disagree Strongly Disagree

5. Do you receive sufficient information on all the benefits offered by the company to the employees?

Strongly Agree Agree Neither Agree Nor Agree Disagree Strongly Disagree

6. Please rate your level agreement with each of our company's benefits. If you do not have experience with a particular benefit, please select N/A.

Benefits	Highly Satisfied	Satisfied	Neither Satisfied Nor Dissatisfied	Dissatisfied	Highly Dissatisfied	N/A
a) Leave Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Medical Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Educational Assistance Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Reimbursement Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Do you receive recognition for all the works well done?

Yes No

7. The reward and recognition practices followed in your organization are motivating factors for employee engagement.

Strongly Agree Agree Neither Agree Nor Agree Disagree Strongly Disagree

8. Your manager discusses your development plans with you.

Strongly Agree Agree Neither Agree Nor Agree Disagree Strongly Disagree

9. Your manager spends a good deal of time listening to your ideas.

Strongly Agree Agree Neither Agree Nor Agree Disagree Strongly Disagree

10. Do you agree with the degree of respect and fair treatment you receive from your manager?

Strongly Agree Agree Neither Agree Nor Agree Disagree Strongly Disagree

11. Do you agree with the amount of support and guidance you receive from your manager?

Strongly Agree Agree Neither Agree Nor Agree Disagree Strongly Disagree

12. Your organization has a career development program that helps people become more aware of and responsible for their own career development.

Strongly Agree Agree Neither Agree Nor Agree Disagree Strongly Disagree

13. You find opportunities for personal growth and development in your job.

Strongly Agree Agree Neither Agree Nor Agree Disagree Strongly Disagree

14. Do you agree that there are opportunities for you to cross-train and learn new skills.

Strongly Agree Agree Neither Agree Nor Agree Disagree Strongly Disagree

15. Your workload and flexibility of work hours in your organization.

Highly Satisfied Satisfied Neither Satisfied Nor Dissatisfied Dissatisfied Highly Dissatisfied

16. Whether you agree with the safety of your work environment.

Strongly Agree Agree Neither Agree Nor Agree Disagree Strongly Disagree

17. Employees have visibility to senior management.

- Strongly Agree Agree Neither Agree Nor Agree Disagree Strongly Disagree

18. Are you aware of any retention efforts in your organization?

- Yes No

19. As you think to the future, which of the following best describes your plans at this time?

- Search for job opportunities outside in 1 – 2 yrs
- Search for job opportunities outside in 3 – 5 yrs
- No plans to leave the organization in the foreseeable future
- Stay with the organization till retirement
- Currently searching for a job - immediate

20. Which of the following factors do you think contributes to the organization's attrition rate?

- Compensation and Benefits
- Work life balance
- Superior's attitude

Career growth

Work style and environment

Organization culture

21. What is your level of agreement in work-life balance?

Strongly Agree Agree Neither Agree Disagree Strongly Disagree

22. Whether your company is providing any training and development for retaining the employees?

Strongly Agree Agree Neither Agree Disagree Strongly Disagree

23. Suggestions to enhance the engagement strategies followed in your organization.

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