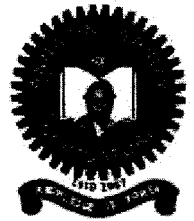




**A STUDY ON THE IMPACT OF
EMPLOYEE ENGAGEMENT CONSTRUCTS ON
GALLUP'S AND ROFFEY PARK'S INDEX AT
GEM MANUFACTURERS PVT. LTD , CBE**



A Project Report

Submitted

By

H.DEV PRAKASH

Reg. No. 1020400013

Under the guidance of

Dr.M.KIRUPA PRIYADARSINI
Associate Professor

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

MASTER OF BUSINESS ADMINISTRATION
Department of Management Studies
Kumaraguru College of Technology
(An autonomous institution affiliated to Anna University, Coimbatore)

Coimbatore - 641 049

May, 2012

BONAFIDE CERTIFICATE



BONAFIDE CERTIFICATE

Certified that this project report titled “A Study on the Impact of Employee engagement constructs on Gallup’s and Roffey Park’s Index at Gem Manufacturers Pvt.Ltd, Coimbatore” is the bonafide work of **Mr.H.Dev Prakash, 10MBA013** who carried out the 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.

A handwritten signature in black ink, appearing to be "M. Kirupa Priyadarsini", written in a cursive style.

Faculty Guide

(Dr.M. Kirupa Priyadarsini)
Associate Professor
KCTBS

A handwritten signature in black ink, appearing to be "Vijila Kennedy", written in a cursive style.

Director

Dr. Vijila Kennedy
KCTBS

Submitted for the Project Viva-Voce examination held on

18/5/12

A handwritten signature in black ink, appearing to be "M. Kirupa Priyadarsini", written in a cursive style.

Internal Examiner

A handwritten signature in black ink, appearing to be "Vijila Kennedy", written in a cursive style, with the date "18.5.12" written below it.

External Examiner



GEM MANUFACTURERS PRIVATE LIMITED

PROJECT COMPLETION CERTIFICATE

This is to certify that **Mr. H. DEV PRAKASH** Roll No. 10MBA13,
student of KCT Business School, Kumaraguru College of Technology,
Coimbatore had undergone a Project entitled “ **A Study on Employee
Engagement**” between February-2012 and April-2012.

During the tenure of his project, performance was good.

For **GEM MANUFACTURERS PVT. LTD.**


**(V. S. THIYAGARAJEN),
EXECUTIVE DIRECTOR.**

Coimbatore

19.05.2012



Switch . Gears and Motor Control Gears

DECLARATION

I affirm that the project work titled “A Study on the Impact of Employee engagement constructs on Gallup’s and Roffey park’s Index at Gem Manufacturers Pvt.Ltd , Coimbatore” being submitted in partial fulfillment for the award of master of business administration is the original work carried out by me. It does not form the part of any other project work submitted for award of any degree or diploma, either in this or any other university.

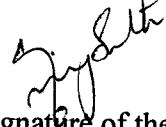
Signature of the Candidate



DEV PRAKASH. H

Reg no: 1020400013

I certify that the declaration made above by the candidate is true.



Signature of the Guide

Dr.M.Kirupa Priyadarsini

Assistant Professor

ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

My course of acknowledgement proudly begins with my humble gratitude to **God** for his blessings upon me.

I express my sincere gratitude to our beloved chairman **Arutchelvar Dr. N.Mahalingam and Management** for being the prime guiding spirit of Kumaraguru College of Technology.

I wish to express my sincere gratitude to our Director **Dr. Vijila Kennedy**, KCT Business School.

I also wish to express my profound thanks and would like to reinforce my deep sense of obligation to **Dr.M.Kirupa Priyadarsini**, Associate professor, guide and the project coordinator of KCT Business School, for her intensive inputs and outstanding guidance throughout my project.

I also wish to express my gratitude to our project coordinator **Ms.Sangeetha.S, Assistant Professor (SRG)**.

I thank **Mr.S.Ananda Kumar**, Executive Administrator- Gem manufacturers Pvt.Ltd Coimbatore, for his valuable guidance throughout my project.

I would also like to extend my thanks to other faculty members of the department for their constant inspiration, assistance and resourceful guidance throughout my project. I also dedicate my thanks to the respondents who spared their valuable time to give me feedback and enabled me to complete my project work in a successful manner.

TABLE OF CONTENTS

TABLE OF CONTENTS

Chapter	TITLE	Pg.No
CHAPTER 1: INTRODUCTION		
1.1	Introduction to the study	1
1.2	Industry Profile	1
1.3	Organization Profile	4
1.4	Statement of the problem	6
1.5	Objectives of the study	7
1.6	Scope of the study	7
CHAPTER 2: REVIEW OF LITERATURE		
2	Review of literature	8
CHAPTER 3: RESEARCH METHODOLOGY		
3.1	Type of research	12
3.2	Data and Source of data	12
3.3	Time period covered	16
3.4	Population and sample size	16
3.5	Sampling Technique	16
3.6	Statistical tools used	16
3.7	Limitations to the study	17
CHAPTER 4: ANALYSIS & INTERPRETATION		
4.1	Descriptive Statistics	18
4.2	Testing and ranking of constructs based on Weighted mean	34
4.3	Test for measuring relationship between the constructs of employee engagement	36
4.4	Testing for mean difference	37
4.5	Testing for differences between groups	37
4.6	Testing for mean differences	40
4.7	Regression analysis and testing	44
CHAPTER 5: FINDINGS, SUGGESTIONS AND CONCLUSION		
5.1	Findings	48
5.2	Suggestions	49
5.3	Conclusion	49
5.4	Scope for further study	50
Bibliography		51
Appendix		

LIST OF TABLES

LIST OF TABLES

TABLE NO.	TITLE	Pg. No
4.1.1	Table showing Age of the respondents	18
4.1.2	Table showing Marital status of the respondents	19
4.1.3	Table showing Educational qualification of the respondents	21
4.1.4	Table showing Union membership of the respondents	22
4.2.1	Table showing Weighted mean ranking for Gallup	34
4.2.2	Table showing Weighted mean ranking for Roffey	35
4.3.1	Table showing Correlation between constructs of employee engagement	36
4.4.1	Table showing Paired test between Gallup and Roffey	37
4.5.1	Table showing Independent samples test using Marital status	37
4.5.2	Table showing Independent samples test using Union membership	39
4.6.1	Table showing Mean difference across Departments	40
4.6.2	Table showing Mean difference across Age groups	42
4.6.3	Table showing Mean difference Educational qualification	43
4.7.1	Table showing Regression values for Gallup	44
4.7.2	Table showing Regression coefficients for Gallup	45
4.7.3	Table showing Regression values for Roffey	45
4.7.4	Table showing Regression co-efficients for Roffey	46
4.7.5	Table showing Ranking table based on co-efficients	47

LIST OF CHARTS

LIST OF CHARTS

Fig. No	TITLE	Pg.No
4.1.1	Chart showing Age of the respondents	19
4.1.2	Chart showing Marital status of the respondents	20
4.1.3	Chart showing Educational qualification of the respondents	21
4.1.4	Chart showing Union membership of the respondents	22
4.1.5	Chart showing Mean levels of “Link with organization mission”	23
4.1.6	Chart showing Mean levels of “Customer focus”	24
4.1.7	Chart showing Mean levels of “Rewards and recognition”	25
4.1.8	Chart showing Mean levels of “Pride in employer”	26
4.1.9	Chart showing Mean levels of “Decision making authority”	27
4.1.10	Chart showing Mean levels of “Employee wellbeing”	28
4.1.11	Chart showing Mean levels of “Future advancement”	29
4.1.12	Chart showing Mean levels of “Support from supervisor”	30
4.1.13	Chart showing Mean levels of “Challenging work”	31
4.1.14	Chart showing Mean levels of “Gallup”	32
4.1.15	Chart showing Mean levels of “Roffey park”	33

CHAPTER – 1

INTRODUCTION

1.1 INTRODUCTION TO THE STUDY

Nowadays organizations face many issues when dealing with their employees. In today's competitive era, organizations try their best to build a talented and loyal workforce. In today's market, there is cut-throat competition among organizations to survive. In order to prosper in the long run, organizations must be able to build a loyal and highly motivated workforce. So in this light, the concept of "Employee Engagement" assumes greater significance. The organization must work to develop and nurture engagement.

Employee Engagement is the level of commitment and involvement an employee has towards his/her organization. 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. They must feel an emotional bonding with the company. It depends on how the employees are being treated by the organization and the employee's perception regarding his/her workplace environment.

This study examines the various determinants which have an effect on the engagement levels of the employees. It also does a comparative analysis between Gallup's Employee Engagement Index and Roffey park's Index measuring employee engagement.

1.2 INDUSTRY PROFILE

The Indian electrical equipment industry comprising of multinationals, large, medium and small players is fully geared up producing, supplying and exporting a wide variety of electrical equipment including switchgear and controlgear equipments needed by the expanding industrial and power sector. It is estimated that the present size of the Indian switchgear industry is around Rs 12000 crore. The industry grew by about 21% in volume

terms in 2010-11. Overall exports decreased by 8% , whereas imports increased mainly for MV/HV by more than 25% . Weightage of switchgear industry based on IEEMA electrical industry index is 15.2 % .

Currently the MV and HV segments are suffering from overcapacity due to lack of orders. Inadequate demand could be due to insufficient planning by the users and delay in finalizing tenders. Unfortunately bunching of orders also creates supply-delivery problems. Further insistence on repeated type testing of products in spite of inadequate type testing laboratories poses additional delays and harm to the equipment.

India's power generation capacity of 2300 MW in 1950 has expanded to 180000 MW in 2011. With the Eleventh Five Year plan (2007-2012) the capacity has increased by a maximum of 55000 MW. The Government is focusing on increasing the penetration of electricity in villages. Schemes like R-APDRP and RGGVY are providing an excellent opportunity for the LV and MV switchgear market with large number of villages yet to be electrified.

Infrastructure sector is one of the most important thrust sectors in the Eleventh and Twelfth Five Year Plan of the Government , with an estimated investment of \$475 billion over the next five years upto 2017. An average GDP growth of about 7.6% and massive investments from the private and public sector are expected to drive the growth in infrastructure segment.

This includes modernization of crucial economic and social infrastructure such as new hospitals, commercial complexes , IT Parks, Shopping malls, Ports, Railways, Metro, Roadways and Schools. Infrastructure development is expected to benefit the RMU's (Ring Main Units) , Intelligent switchgear, Air insulated and Moulded Case circuit breakers market for switching, control and general protection applications.

As in other parts of the world, numerous power plants in India are nearing the end of their service plan, thus requiring overhauling and modernization. This includes replacement of existing transformers, which are on average over 30 years old and the replacement of LV,

additionally support growth of the switchgear market. The switchgear industry continues to innovate and upgrade its products to meet the evolving future needs of its customers. Some of the new developments/trends in the switchgear industry are : Soft starters, Vacuum contractors, Magnetic actuators, Ring Main units , electronic sensors, Intelligent switchgear and VCB's with higher ratings.

The Switchgear industry also faces various problems which hampers its growth in our country. Because Switchgear industry has to largely depend on the financially weak EB's for its sales. The condition of EB's has increasingly worsened over the years. Switchgear industry also faces stiff competition from unorganized sector and Chinese imports. The industry also suffers from lack of HV switchgear test facilities in the country. There is also another major problem which has arisen due to the entry of unproven contractor and sub-contractors with minimal technical knowledge. In addition to this, lack of standard specifications and design parameters clubbed with increasing trend of customization is adversely impacting the delivery schedule as well as taking away the benefits of economies of scale.

However schemes like APDRP and RGGVY are providing an excellent opportunity for the LV and MV segments to develop. Moreover generation capacity is expected to be augmented by around 150000 MW during the eleventh and twelfth five year plans (2007-2017). More than 60000 MW is under construction.

Looking at the gap in technology in India , it was felt that there was a lack of real R&D activity and innovation in the industry. In order to take concrete steps to encourage R&D activities, IEEMA regularly organizes International Technical conferences every 3 years. This is good news for the sector, as it opens up new avenues for the industry to develop.

1.3 ORGANIZATION PROFILE

Gem Manufacturers Pvt. Ltd started in the year 1946 was the first of its kind in India to manufacture switchgear products. During its six decades of existence, GEM has achieved a reputation as an ethical organization. GEM has built up a good brand image and a vast network of dealers.

GEM through its well knit sales force has serviced its customers across a wide spectrum which includes major industries, the farming community and the households. GEM has always placed premium on Quality and Research & Development.

At GEM, facilities represent the backbone of the company. Spread over an expansive area, it is proposed to expand the factory still further. The design department employs all the latest software packages like ProE, AutoCad,etc.... Gem is equipped to test switchgear and control gear as per IS standards. To ascertain optimal efficiency, raw materials procurement and finished materials despatches are fully integrated.

With state of the art infrastructure, the company is capable of producing upto 150000 switches, 30000 motor starters and 100000 electrical accessories annually. The tool room is very well equipped to develop tools for new products. It also operates as an independent profit center with expertise to execute projects from other organizations.

GEM has an exhaustive product portfolio which comprises of : Fuse switches, Changeover switches, Motor starters, KitKat fuses, Distribution fuse boards, Circuit breakers, Plugs & Sockets, Cables, Insulation tapes, Water level controller, Pump control panels, Change boards and various other electrical accessories.

GEM products comply with the following standards of IS,IEC & BS.

Fuse Switch, Switch Fuse, Changeover - switches, on load changeovers & switch disconnecter fuse	IS 13947-3
Motor Starter, Contactors & overload – relay	IS 13947-4-1
Distribution fuse Boards	IS 2675
Kit Kat Fuses	IS 2086
Miniature Circuit breakers(MCB)	IS 8828(1996)
Residual Current Circuit Breaker (RCCB)	IS 12640-12000,BS:4293
HBC fuse links	IS 13703-2-1(1993)& IEC 269(1986)
Industrial Plug & Socket	IS-8804,BS 4343
Insulation Tape	IS 7809(Part-1)-1975
Cables	IS 694,IEC 332-1&2,IEEE 383 IEC 754-1&2,BS 4066-1

GEM has always believed in adopting ethical trade practices. The company has steadily enhanced its product range and today, it's a multi-product organization and a vibrant entity servicing customers across a wide spectrum of industries.GEM today under its umbrella has 2 joint venture companies namely :

- 1.Gem Telergon switchgear Pvt Ltd. and
- 2.Gorlan Technologies Pvt Ltd.

GEM has established its credentials as a technology resource center, catering to product and design needs of switchgear companies in Europe. Gem through its CAM switch manufacturing Indo-Spanish JV, GT has demonstrated how European technology can be adopted to Indian conditions for optimal results.

The Products of GEM are exported to countries in Middle East, Africa, and South Asia. GEM has also been a recipient of the prestigious EEPC award for achieving excellence in exports. Over the past six decades, GEM has managed to carve out a unique niche for itself in the market. It continues to stand the test of time and marches ahead in the path of rapid progress and development.

1.4 STATEMENT OF PROBLEM

In today's competitive conditions, there are various factors which affects the employees working in an organization. If the organization can manage to engage its employees it will enable them to derive a lot of benefits from their workforce. Engaged and committed employees give the organization a crucial competitive advantage through higher productivity and less employee turnover.

Dramatic changes in the global economy over the past decade have had significant implications for commitment and reciprocity between employers and employees-and thus for employee engagement. Factors like scarce and costly resources, high labor costs, investor pressures , etc.... have prompted business organizations to restructure themselves. At some business organizations , restructuring has resulted in reductions in staff and in layers of management.

Although restructuring helps the organizations to compete effectively in the market, it has broken the employees' expectations of reciprocity. Many employees all over the world are increasingly becoming aware that they can no longer count on working for a single employer long enough to retire. And with reduced expectations of reciprocity, workers feel less committed towards their employers. As a result, many companies are struggling to create and implement effective strategies for reviving the commitment level of employees and thereby revitalizing their engagement.

1.5 OBJECTIVES OF THE STUDY

Primary Objective:

The primary objective of this study is to analyze the determinants of employee engagement and to make a comparative analysis between Gallup and Roffey Park methods.

Secondary Objectives:

- To analyze the drivers of employee engagement.
- To analyze the impact of demographic variables on employee engagement.
- To examine the extent of the impact of the drivers on employee engagement.
- To suggest corrective measures to the organization..

1.6 SCOPE OF THE STUDY

The study is conducted at GEM Manufacturers Private Limited, Coimbatore. The study aims to analyze the various determinants of employee engagement to identify what drives the employees to become motivated and become committed and engaged in their work environment. In short, engagement can be described as the degree of employee-organization alignment. Engagement can be complex to measure. Achieving a high level of satisfied employees may be easier to realize, but its much harder to engage them so that they are actively working to produce great results for the organization. Thus organizations can strive to develop an accurate measure of engagement, one that identifies both the drivers of engagement for your organization and a solution to address behaviours and practices that are hindering engagement. It will be an essential business tool.

REVIEW OF LITERATURE

CHAPTER – 2

REVIEW OF LITERATURE

Nitin Vazirani, (2007), This study 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, that identifies strong feelings of employee engagement and the steps which shows how to drive an engaged employee.

Robert J.Vance, (2006), This study examines the ways in which the employees and corporate consultants define “engagement”. Though different organizations define engagement differently, some common themes emerge. These themes include employees’ satisfaction with their work and pride in their employer, the extent to which people enjoy and believe in what they do for work and the perception that their employer values what they bring to the table.

Right Management(2009), To arrive at a clearer understanding of engagement drivers impacting critical business metrics, such as performance, employee satisfaction and retention, Right Management conducted a major study of engagement among 28,810 employees representing a broad range of industry sectors from 15 countries in the Americas, Europe, and Asia-Pacific. Most respondents were from private corporations employing 50 or more people. This survey asked participants to self-report on attitudes, performances and conditions directly related to the effectiveness of their organizations. It identified 11 key determinants of organizational effectiveness.

Dr.Padmakumar Ram and Dr.Gantasala V.Prabhakar (2011) , The purpose of this study was to investigate the potential mediating relationship of employee engagement between job characteristics, perceived extrinsic and intrinsic rewards, perceived procedural justice, perceived distributive justice and perceived supervisor support on one hand and Job satisfaction, Job involvement and organizational citizenship behaviour on the other.

Kahn(1990) undertook a qualitative study on the psychological conditions of personal engagement and disengagement by interviewing summer camp counsellors and staff at an architecture firm about their moments of engagement and disengagement at work. He defined disengagement as, the decoupling of the self within the role, involving the individual withdrawing and defending themselves during the role performances (May et al 2004). Disengaged employees displayed incomplete role performances and were effortless, automatic or robotic (Kahn1990:694).

May et al (2004) found that meaningfulness, safety, and availability were significantly related to engagement. They also found job enrichment and role-fit to be positive predictors of meaningfulness, while adherence to co-worker norms and self-consciousness were negative predictors. Resources were a positive predictor of psychological availability, while participation in outside activities is a negative predictor. Overall, meaningfulness was found to have the strongest relation to different employee outcomes in terms of engagement.

Maslach et al (2001) describes job engagement as the positive antithesis of burnout, noting that burnout involves the erosion of engagement with one's job . According to Maslach et al, six areas of work-life lead to either burnout or engagement : workload, feelings of choice and control, community and social support, perceived fairness, values, and rewards and recognition.

Towers Perrin (2003) made a useful comparison between a range of demographic segments from job level to industry category and found a pattern across the segments. Each group had only a small group of 'highly engaged' respondents, a slightly smaller disengaged group, with the majority in the 'moderately engaged' group. However in each case there is one exception to the pattern that is worth noting; Senior executives were found to be more highly engaged than any other group and were less likely to be disengaged. Cynics might suggest this may be linked to income level and, while this certainly emerged as important in this study, it was not the only contributory factor. More important were role characteristics, such as challenge, authority, autonomy, stimulation, access to information, resources and growth opportunities, that research has shown are linked to high levels of engagement. The lowest levels of engagement have been found among hourly workers, who arguably have the least control or influence over their jobs and work experience.

Robinson (2006) opines that individuals categorise and make sense of events and situations according to their own unique and personal frame of reference, which reflects their personality, past experiences, knowledge, expectations and current needs, priorities and interests.

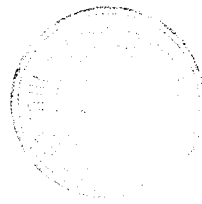
Bowditch and Buono (2001) suggest that, "our personality acts as a kind of perceptual filter or frame of reference which influences our view of the world". Therefore, it is argued that it is our personal perception of our social and physical environment that shapes and directs how engaged an employee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

Wilson (2004) argues that "feelings connect us with our realities and provide internal

organizations involves us in worry, envy, hurt, sadness, boredom, excitement and other emotions". The Perrin ,Towers (2003) study of engagement, identified both emotions and rationality as core components. They found that emotional factors are linked to an individual's personal satisfaction and the sense of inspiration and affirmation they get from their work and from being a part of their organization. According to the study, building engagement is a process that never ends and it rests on the foundation of a meaningful and emotionally enriching work experience.

Gallup's US research (2002) This study concludes that women tend to find more fulfillment in their jobs and are more engaged than their male counterparts. Gallup did observe a difference between employees who are single and those who are married. It was found that married employees tend to have a higher level of engagement than those who are single. This suggests that these employees have come to a point where, they are more settled in both their personal and professional lives.

Cooper (1997), According to his research , if the emotions are properly managed rather than shut out at work, they can drive trust, loyalty and commitment, and great productivity gains by individuals, teams , and organizations.



CHAPTER – 3

RESEARCH METHODOLOGY

Research may be defined as a search for knowledge through an objective and scientific method of finding solution to a problem. Research methodology is a way to systematically solve the research problem. It includes the various steps that are generally adopted by a researcher in studying problem along with the logic behind them. During the research we have adopted the following research design.

Research Design

- To decide the objective and subjective of the research.
- To determine the most suitable method of research.
- To determine the sources of data.
- To decide the appropriate research instrument for data collection.
- To determine the suitable sampling design and sampling size.
- To conduct the field survey for data collection
- To prepare the research report

3.1 TYPE OF RESEARCH

The method adopted was ‘Descriptive study’ , where set of elements that will influence the engagement of the employees of Gem Manufacturers Private Limited.

3.2 DATA AND SOURCES OF DATA

The data used for this research is primary data. The research instrument used for data collection is structured questionnaire which was carefully designed keeping the entire objective in mind. The collected data are analyzed and the information is presented in the

Instrument development and design:

Structured questionnaire was used to collect data. The constructs used in the questionnaire are given below:

Link with organization mission:

An employee must be able to identify himself with the mission of his organization. The goal of the organization must be in harmony with an employee's individual goals. Then only an employee will be motivated enough to put in quality effort and achieve best results.

Customer focus:

The employee must realize how his/her role is instrumental in bringing about customer satisfaction. The employee must understand that his/her inefficiency might have a direct and negative impact upon the image of the organization in the eyes of the customer. Because highly engaged employees can offer better quality of service to customers, as the quality of their work tends to be better than their counterparts.

Rewards and Recognition:

Any employee irrespective of his age or position, would like to be duly recognized and rewarded for their work. Because if the organization fails to recognize the contributions of an employee and reward him appropriately, the motivation levels of the employee might drop and subsequently his work performance will decline.

Pride in employer:

For an employee to feel engaged and committed towards a particular organization, the employee must first be able to identify himself with the organization. He must feel proud to be a part of his/her organization. If an employee is able to feel that pride, he/she will be naturally motivated and feel inclined to put in their best efforts for the growth of the organization.

Decision making authority:

Every employee must have a certain degree of freedom and autonomy in their work. Otherwise they might feel that their work is cumbersome and monotonous. This will definitely impact their performance. To make the employees feel motivated and engaged, the authority must be decentralized to a certain extent.

Employee wellbeing:

The organization must have a sincere interest in the welfare and development of its employees. The employee must feel that the organization cares for him/her as a person. Then they will be able to form a bonding and connectivity towards the organization. This will motivate and encourage them to push hard and produce quality results for the organization.

Future advancement:

The company must follow a fair and transparent process while promoting employees. Employees must feel that everyone in the company has an equal chance of being promoted. The organization must provide ample opportunities for the employees to advance their careers. This will make the employees to stay committed towards the organization.

Support from supervisor:

The senior employees must take a sincere interest in the growth and development of their sub-ordinates. Only then will the employees feel committed towards the organization and would put in their best performance to achieve organizational objectives.

Challenging work:

The nature of work must be challenging. It must open up new avenues for the employees to develop their knowledge and skills. Otherwise if the employees feel monotonous about their work, they might lose interest and their performance might gradually decline.

Gallup's Employee engagement Index:

The Gallup Index survey has a 12 point questionnaire. It is a twelve question survey that identifies strong feelings of employee engagement and the steps which shows how to drive an engaged employee.

Roffey park's Index:

Roffey park's Index contains questions which has been designed to get a deeper understanding of the nature and psychological underpinnings of employee engagement. It offers general insights into employee engagement and how to foster it.

SNO	DIMENSION / FACTOR	NO. OF ITEMS	BASIS / REVIEW FROM WHICH THE DIMENSIONS WAS TAKEN	MODIFIED / RETAINED AS SUCH
1	Link with organization mission	5	Right Management (2008)	Retained
2	Customer focus	5	Right Management (2008)	Retained
3	Rewards and recognition	5	Right Management (2008)	Retained
4	Pride in employer	5	Right Management (2008)	Retained
5	Decision making authority	5	Right Management (2008)	Retained
6	Employee wellbeing	6	Right Management (2008)	Retained
7	Future advancement	6	Right Management (2008)	Retained
8	Support from supervisor	5	Right Management (2008)	Retained
9	Challenging work	5	Right Management (2008)	Retained
10	Gallup's employee engagement	12	Nitin Vazirani (2007)	Retained
11	Roffey park's employee engagement	10	www.roffeypark.com	Retained

3.3 TIME PERIOD COVERED

This study is carried out at Gem Manufacturers Private Limited, Coimbatore and the study period is FEB-APR 2012. The collected data are analyzed and the information is presented in the form of tables and exhibits.

3.4 POPULATION & SAMPLE SIZE

The company has an employee strength of 225. The total samples taken for this study is 200.

3.5 SAMPLING TECHNIQUE

The sampling technique used for this study is simple random sampling. It is one of the probability sampling techniques, where all the items have an equal chance of being included in the sample. This minimizes the risk of data being biased and enhances the accuracy of the results.

3.6 STATISTICAL TOOLS USED

The collected data were analyzed with reference to each of the specific objectives of the study and the following statistical tools were used in the study.

- Weighted average analysis
- Paired t-test analysis
- Correlation Analysis
- T- test Analysis
- One way Anova Analysis
- Multiple Regression

3.7 LIMITATIONS OF THE STUDY

The process of collection of data was a real challenge as it has taken more time for the employees to respond. Further, there was reluctance on the part of the employees to provide data. However, adequate care has been exercised to collect the unbiased data. The study was conducted only with reference to GEM Manufacturers Private Limited, Coimbatore and hence the perception and attitude of employees belonging to other companies may vary and so the results cannot be generalized to all other business organizations.

**ANALYSIS AND
INTERPRETATION**

CHAPTER – 4

ANALYSIS AND INTERPRETATION

4.1 DESCRIPTIVE STATISTICS

Table 4.1.1

Age of the respondents

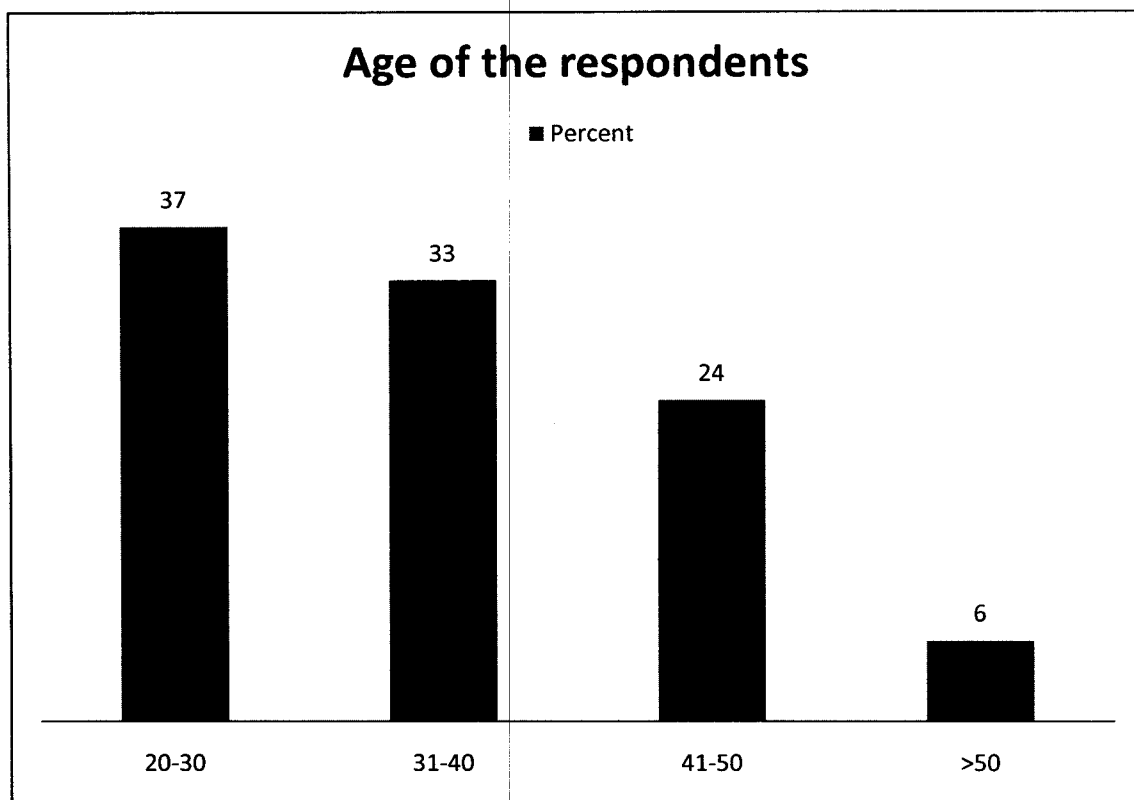
S.no	Age group of the respondents	No.of.Respondents	Percentage of respondents (%)
1	20-30 years	74	37
2	31-40 years	66	33
3	41-50 years	48	24
4	>50 years	12	6
Total		200	100

It can be observed from the above table that 37% of respondents are in the age group of 20-30 years, 33% of the respondents are in the age group of 31-40 years and 24% of the respondents are in the age group of 41-50 years, while 6% of the respondents are above 50 years of age.

It can be concluded that majority 70% of the respondents belong to the age group between 20-40 years.

Chart-4.1.1

Age of the respondents



The above chart indicates the percentage of respondents falling into the four different age groups. It can be clearly inferred that a majority 70% of the respondents fall within the age group of 20-40 years.

Table 4.1.2:

Marital status of the respondents

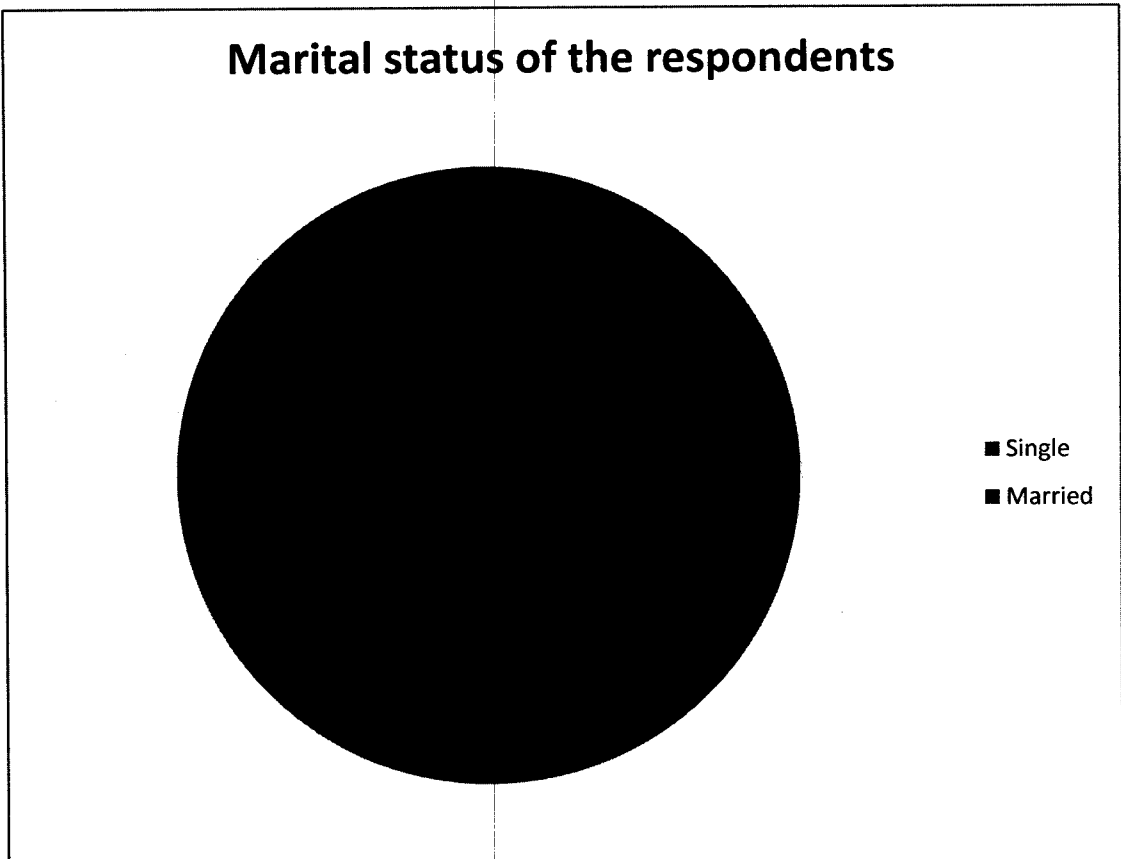
S.no	Marital status of the respondents	No.of.Respondents	Percentage of respondents (%)
1	Single	60	30
2	Married	140	70
Total		200	100

It is clear from the above table that 30% of the respondents are single, while 70% of the respondents are married.

It can be concluded that majority 70% of the respondents are married.

Chart-4.1.2

Marital status of the respondents

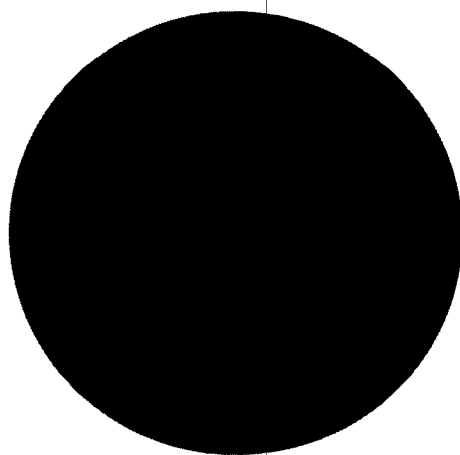


The above chart clearly indicates the fact that a majority 70% of the respondents are married.

Table 4.1.3**Educational qualification of the respondents**

S.no	Educational qualification of the respondents	No.of.	Percentage of respondents (%)
1	SSLC	66	33
2	HSC/ITI	73	36.5
3	UG/DIPLOMA	61	30.5
Total		200	100

It is clear from the above table that 33% of the respondents are educated upto SSLC level, and 36.5% of the respondents have completed HSC/ITI, while 30.5% of them have completed their UG/Diploma. It can be concluded that majority 69.5% of the respondents have SSLC and HSC/ITI level of education.

Chart-4.1.3**Educational qualification of the respondents****Educational Qualification of the respondents(in %)**

- SSLC
- HSC/ITI
- UG/DIPLOMA

The above chart clearly indicates that 33% of the respondents are educated upto SSLC level, and 36.5% of the respondents have completed HSC/ITI, while 30.5% of them have completed their UG/Diploma.

Table 4.1.4

Union membership of the respondents

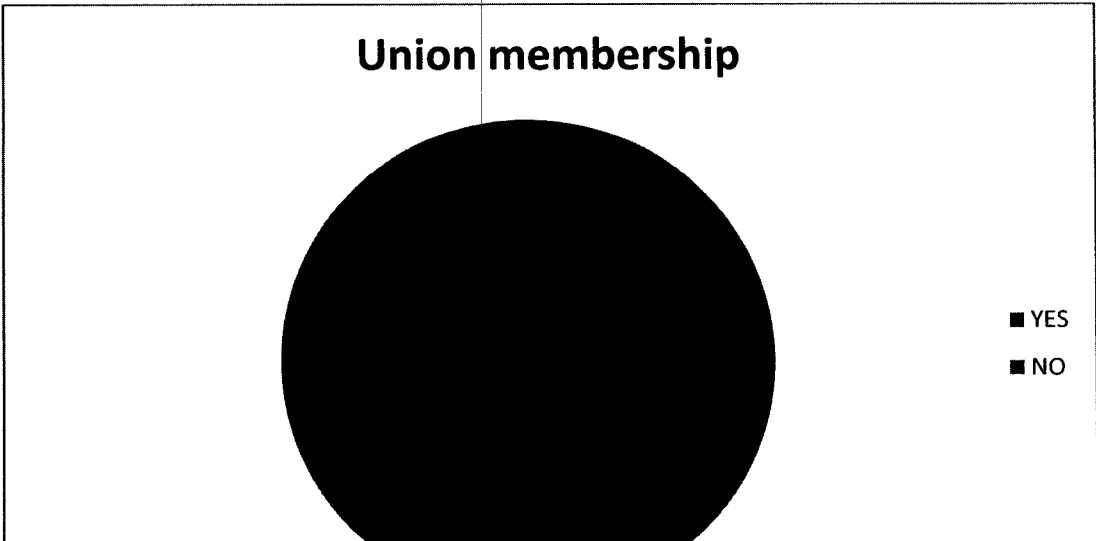
S.no	Union membership of the respondents	No.of. Respondents	Percentage of respondents (%)
1	YES	105	52.5
2	NO	95	47.5
Total		200	100

It is clear from the above table that 52.5% of the respondents are members of trade unions while 47.5% of the respondents don't belong to any trade union.

It can be concluded that majority 52.5% of the respondents are belonging to the trade unions.

Chart-4.1.4

Union membership of the respondents

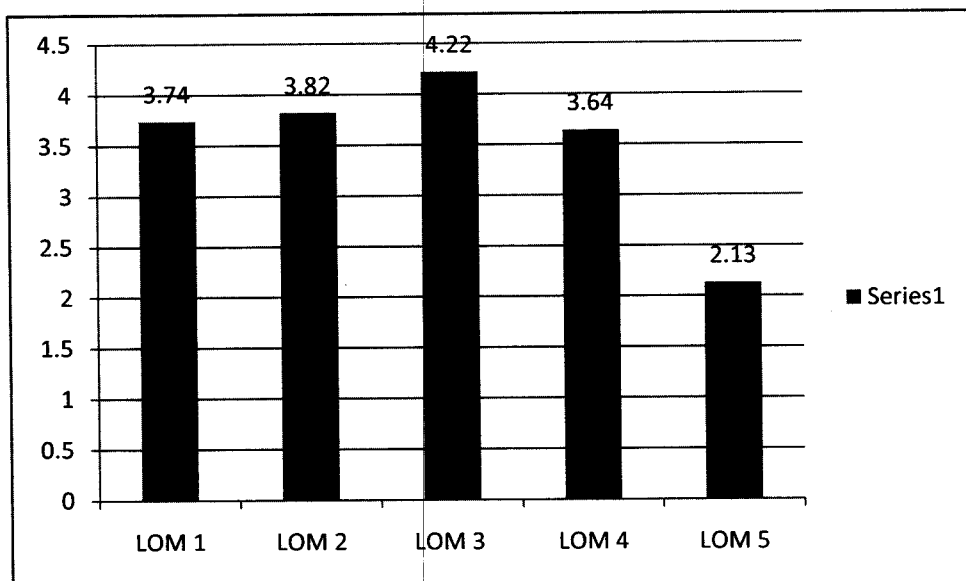


The above chart clearly indicates that majority 52.5% of the respondents are members of trade unions while 47.5% of the respondents don't belong to any union.

Employee engagement is measured using 11 constructs. Each construct comprises of 5-12 items. The responses to the individual items are analyzed.

Chart-4.1.5

Mean levels of "Link with organization mission"



LOM 1- I am committed to my organization's core values

LOM 2- My personal objectives are linked to my work area's business plan

LOM 3- I clearly understand my organization's mission

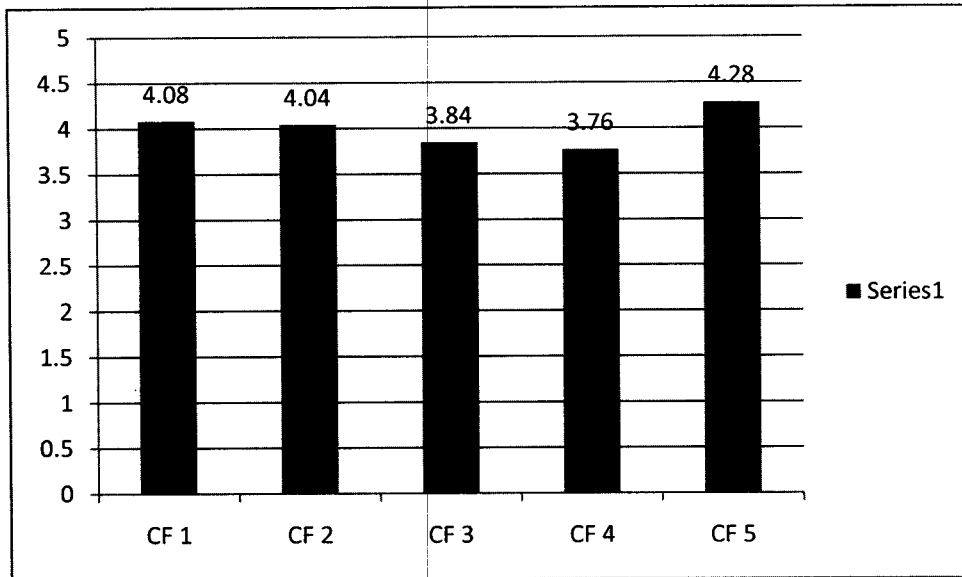
LOM 4- My organization is effective at attracting and retaining talent

LOM 5- The mission statement of my organization does not inspire me

The above chart depicts the mean level for each of the statements under the construct "Link with organization mission". It can be noted that the third statement (I clearly understand my organization's mission) has got the highest mean score of 4.22. The fifth statement (The mission statement of my organization does not inspire me) has got the lowest

Chart-4.1.6

Mean levels of “Customer focus”



CF 1- Our customers think highly of our products and services

CF 2- I understand how I can contribute to meeting the customer’s needs

CF 3- The management constantly looks to build customer loyalty

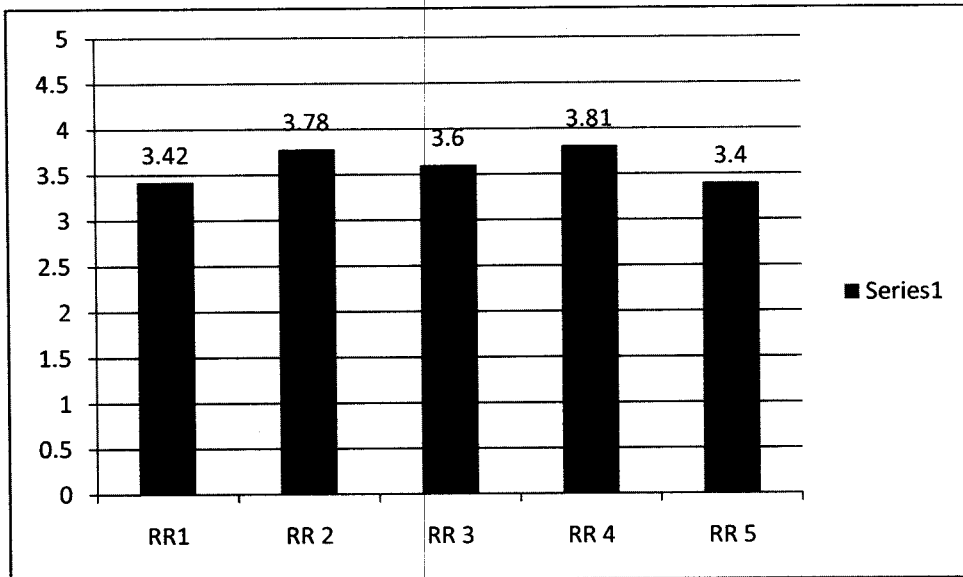
CF 4- We encourage customers to give constant feedback regarding our products

CF 5- The grievances of customers are solved within a reasonable amount of time

The above chart depicts the mean level for each of the statements under the construct “Customer focus”. It can be noted that the 5th statement has got the highest mean score of 4.28. The 4th statement has got the lowest mean score of 3.76

Chart-4.1.7

Mean levels of “Rewards and Recognition”



RR 1- My pay is competitive,when compared to other similar jobs in my company

RR 2- There is sufficient incentive to perform well at my organization

RR 3- I have been fairly rewarded

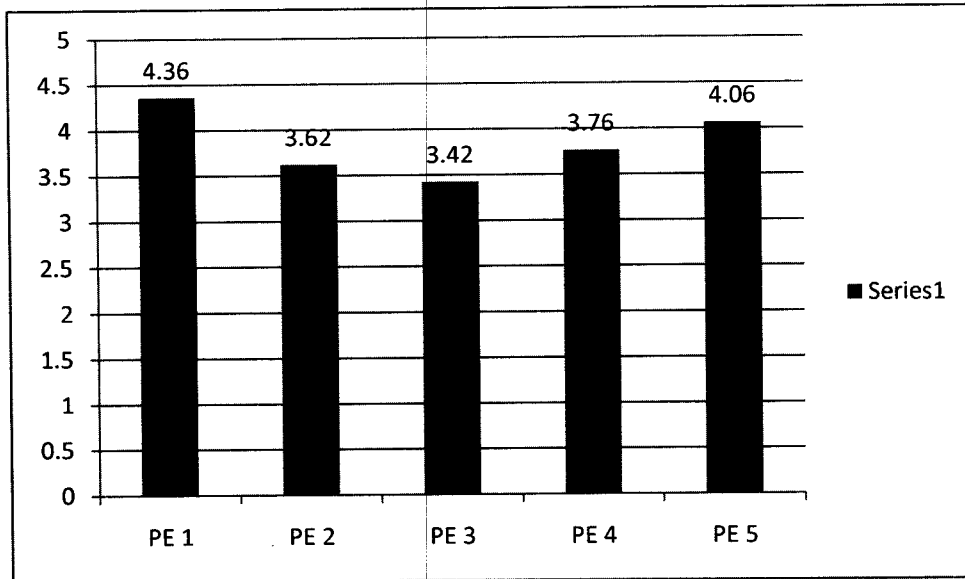
RR 4- The company offers increments regularly

RR 5- The company’s employee benefits plan, meets my needs.

The above chart depicts the mean level for each of the statements under the construct “Rewards and recognition”. It can be noted that the fourth statement (The company offers increments regularly) has got the highest mean score of 3.81. The fifth statement (The company’s employee benefits plans meets my needs) has got the lowest mean score of 3.4.

Chart-4.1.8

Mean levels of “Pride in Employer”



PE 1- Everyone is treated with respect at work , regardless of who they are

PE 2- Senior leaders have the capability to make my organization successful

PE 3- My organization is involved in supporting the community

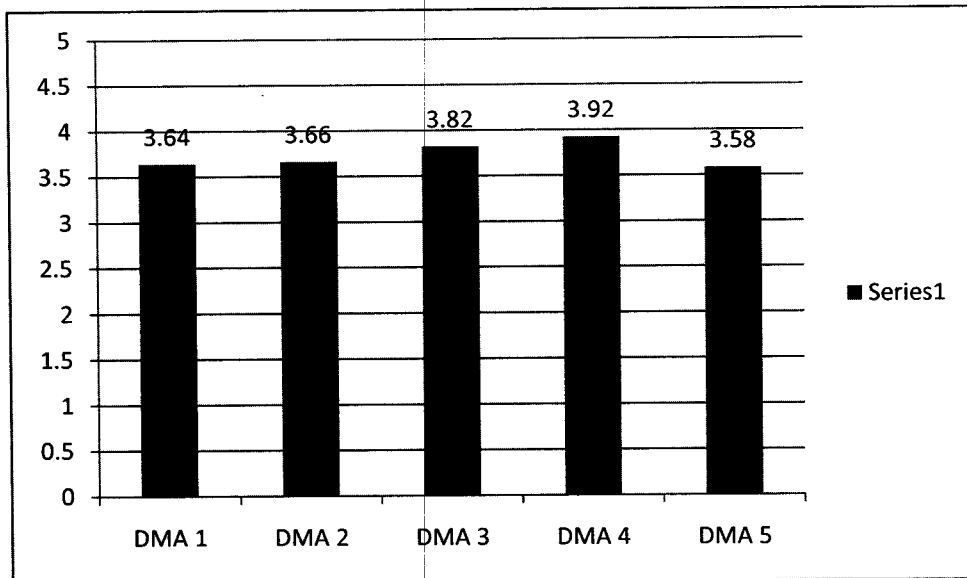
PE 4- Senior leaders value employees

PE 5- People in my organization have the capability to do their jobs effectively

The above chart depicts the mean level for each of the statements under the construct “Pride in employer”. It can be noted that the first statement (Everyone is treated with respect at work regardless of who they are) has got the highest mean score of 4.36. The third statement (My organization is involved in supporting the community) has got the lowest mean score of 3.42.

Chart-4.1.9

Mean levels of “Decision making authority”



DMA 1- I have the authority that I need to do my job well

DMA 2- I am encouraged to take ownership of my work

DMA 3-My opinions count

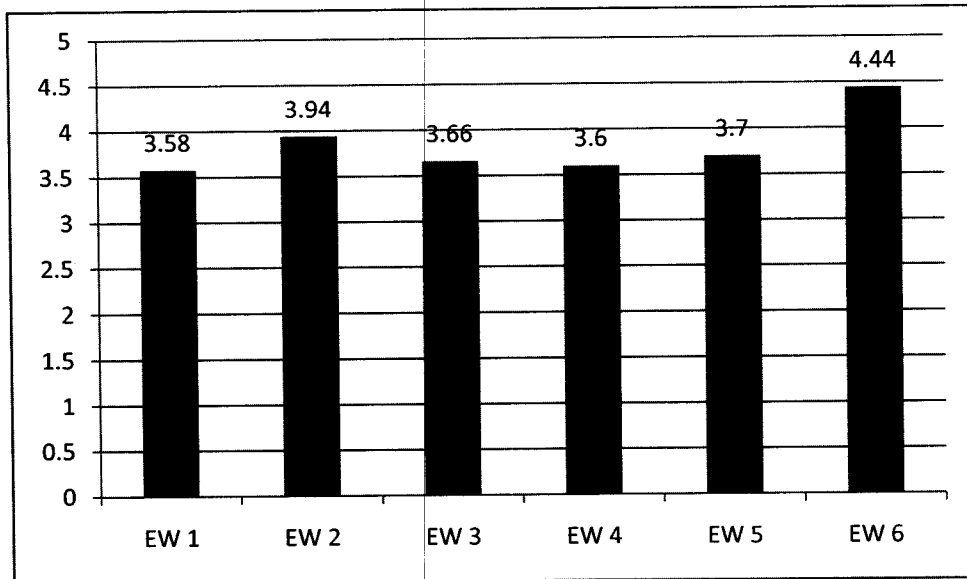
DMA 4- I have a sense of independence, while performing my duties

DMA 5- Employees are consulted when important decisions are taken

The above chart depicts the mean level for each of the statements under the construct “Decision making authority”. It can be noted that the fourth statement (I have a sense of independence while performing my duties) has got the highest mean score of 3.92. The fifth statement (Employees are consulted when important decisions are taken) has got the lowest mean score of 3.58.

Chart-4.1.10

Mean levels of “Employee wellbeing”



EW 1- The amount of pressure I experience in my role is reasonable

EW 2- I can concentrate on my job when I am at my work area.

EW 3- My organization actively promotes health and wellbeing

EW 4-My organization invests in it's people's learning and development

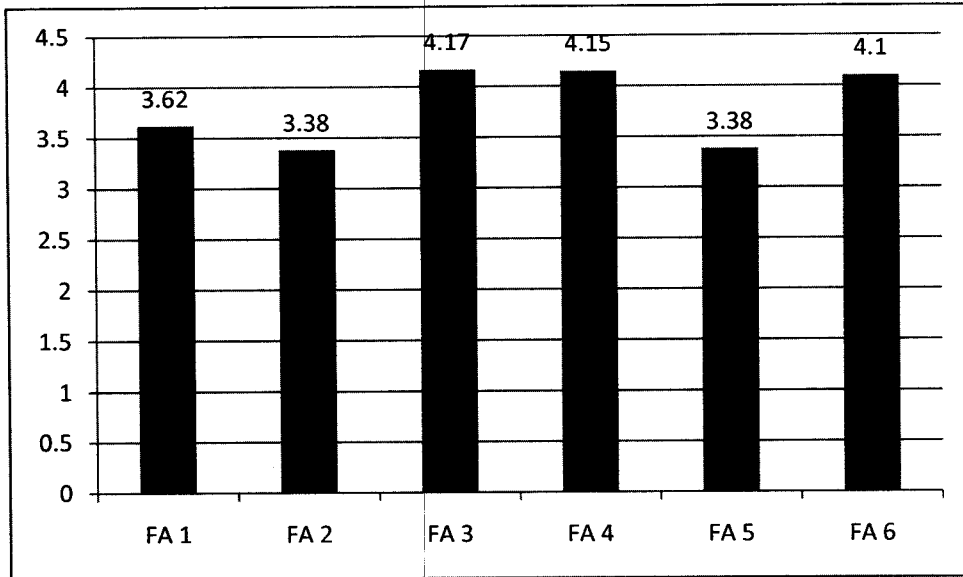
EW 5- My organization cares for me as a person

EW 6-My organization treats all its employees equally

The above chart depicts the mean level for each of the statements under the construct “Employee Wellbeing”. It can be noted that the 6th statement (My organization treats all its employees equally) has got the highest mean score of 4.44. and the 1st statement (The amount of pressure I experience in my role is reasonable) has got the lowest mean score of 3.58.

Chart-4.1.11

Mean levels of "Future advancement"



FA 1-There are career opportunities for me at my organization

FA 2-I can balance work and personal interests at my company and still progress

FA 3-The company does a good job of promoting from within

FA 4-The people who are promoted deserve it

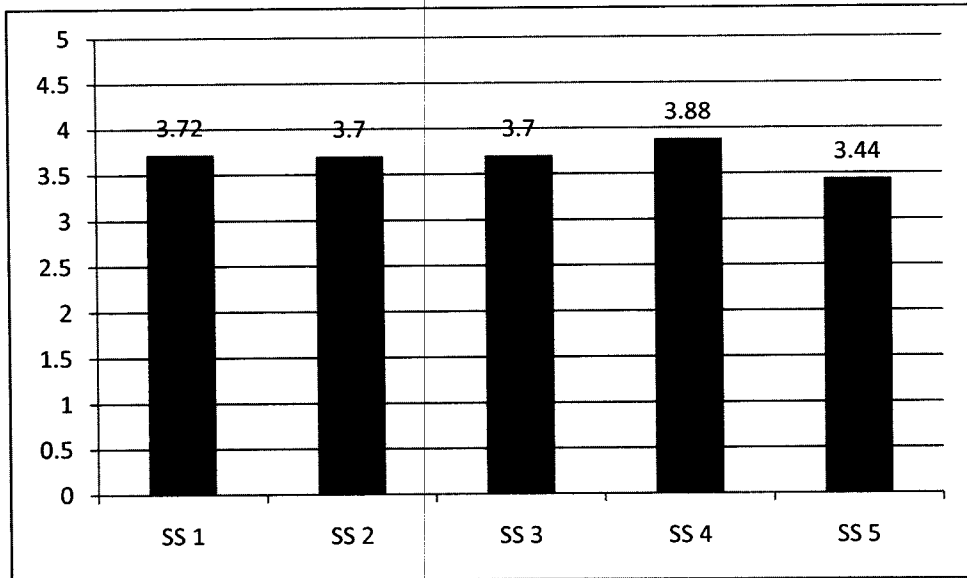
FA 5-My company allows me to maintain a balance between my family and work

FA 6-All employees have equal growth opportunities

The above chart depicts the mean level for each of the statements under the construct "Future Advancement". It can be noted that the third statement has got the highest mean score of 4.17 and the second and fifth statements have got the lowest mean score of 3.38.

Chart-4.1.12

Mean levels of "Support from supervisor"



SS 1- My immediate manager gives me the support I need to do my job well

SS 2- My superior gives me constant feedback regarding my job performance

SS 3- My superior strongly considers my opinions

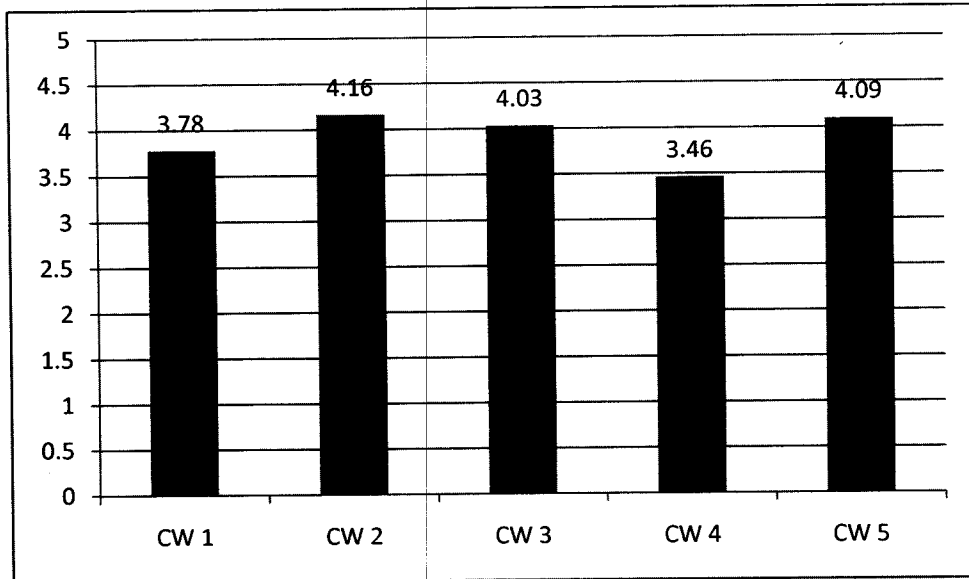
SS 4- I interact well with my superiors

SS 5- My superior takes a sincere interest in my career growth

The above chart depicts the mean level for each of the statements under the construct "Support from supervisor". It can be noted that the fourth statement (I interact well with my superiors) has got the highest mean score of 3.88. The fifth statement (My superior takes a sincere interest in my career growth) has got the lowest mean score of 3.44.

Chart-4.1.13

Mean levels of “Challenging work”



CW 1- My organization is open to change.

CW 2- People are held accountable for their performance

CW 3- The organization recognizes and rewards good performance

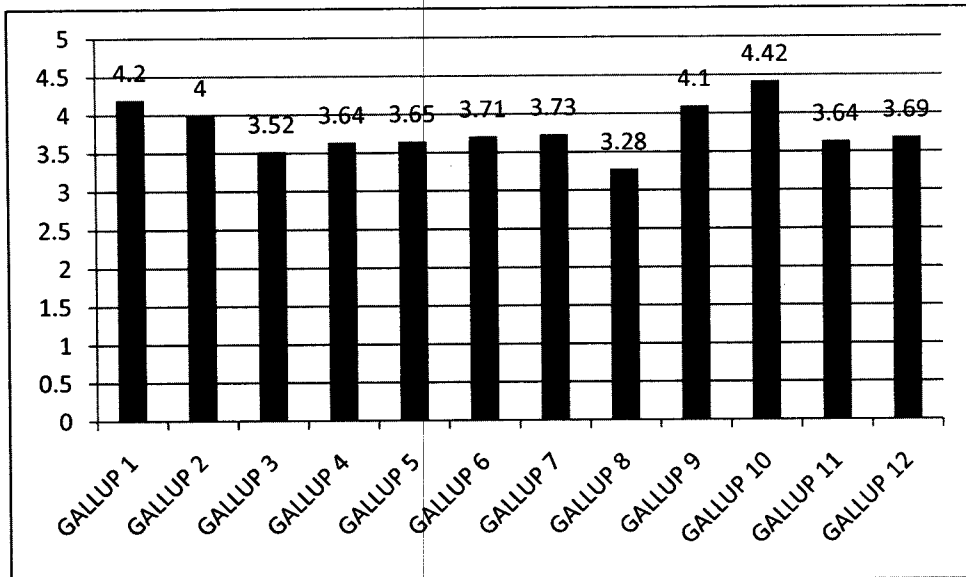
CW 4- Managers have the ability to coach and develop the skill level of employees

CW 5- I keep myself updated regarding the latest trends, in my line of work.

The above chart depicts the mean level for each of the statements under the construct “Challenging work”. It can be noted that the second statement (People are held accountable for their performance) has got the highest mean score of 4.16. The fourth statement (Managers have the ability to coach and develop the skill level of employees) has got the lowest mean score of 3.46.

Chart-4.1.14

Mean levels of "Gallup"



GALLUP 1- I know what is expected of me at work

GALLUP 2- I have the materials and equipments to do my work right

GALLUP 3- I have the opportunity to do what I do best everyday

GALLUP 4- I receive recognition and praise for doing good work

GALLUP 5- My supervisor and colleagues care about me as a person

GALLUP 6- People at work encourage my development

GALLUP 7- At work, my opinions seem to count

GALLUP 8- The mission of my company makes me feel that my job is important

GALLUP 9- My associates are committed to doing quality work

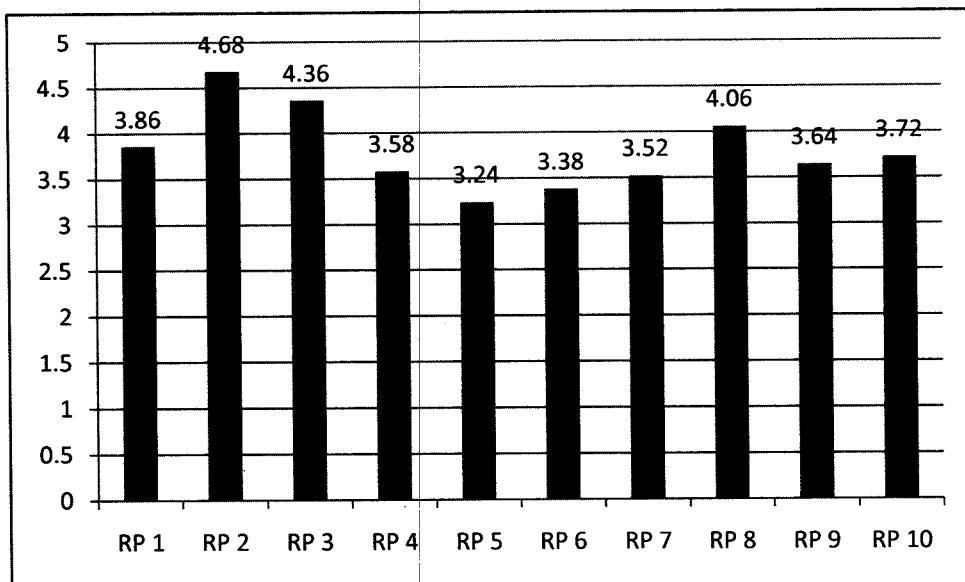
GALLUP 10- I have a best friend at work

GALLUP 12- People at work give me constant feedback about my progress.

The above chart depicts the mean level for each of the statements under the “Gallup” dimension. It can be noted that the tenth statement (I have a best friend at work) has got the highest mean score of 4.42. The eighth statement (The mission of my company makes me feel that my job is important) has got the lowest mean score of 3.28.

Chart-4.1.15

Mean levels of “Roffey park”



RP 1- I find my work meaningful

RP 2-I am genuinely interested in the field I work in

RP 3-My job role plays to my strengths

RP 4-Work contributes to my general happiness

RP 5- I feel trusted at work

RP 7- My manager values the work I do

RP 8-I am usually willing to go the extra mile

RP 9-I can see a future for me in my organization

RP 10-I am proud to be a part of the organization

The above chart depicts the mean level for each of the statements under the “Roffey park” dimension. It can be noted that the second statement (I am genuinely interested in the field I work in) has got the highest mean score of 4.68. The fifth statement (I feel trusted at work) has got the lowest mean score of 3.24.

4.2 TESTING AND RANKING OF THE CONSTRUCTS OF EMPLOYEE ENGAGEMENT BASED ON THEIR WEIGHTED MEAN SCORE

The weighted average method has been applied on two dimensions namely “Gallup” and “Roffeypark” in order to give weightage to each items under them and to rank them accordingly.

Table-4.2.1

Weighted mean ranking for Gallup

Overall employee engagement (GALLUP)	WEIGHTED MEAN SCORE	RANK
I know what is expected of me at work	4.2	2
I have the materials and equipment to do my work right	4	4
I have the opportunity to do what I do best everyday	3.52	11
I receive recognition and praise for doing good work	3.64	9
My supervisor and colleagues care about me as a person	3.65	8
People at work, encourage my development	3.71	6
At work , my opinions seem to count	3.73	5
The mission of my company makes me feel that my job is important	3.28	12
My associates are committed to doing quality work	4.1	3
I have a best friend at work	4.42	1
I have opportunities to learn and grow	3.64	9
People at work give me constant feedback about my progress	3.69	7

- From the above table, we can clearly infer that the statement “I have a best friend at work” has got the highest weighted mean score of 4.42 . So it has garnered the maximum weightage and tops the ranking .
- The statement “I know what is expected of me at work” has a mean score of 4.2 and is ranked in the second place.
- It can be noted that the statement “The mission of my company makes me feel that my job is important” has the lowest weighted mean score of 3.28 among all the items and is ranked last.

Table-4.2.2

Weighted mean ranking for Roffey

ROFFEY PARK'S EMPLOYEE ENGAGEMENT	WEIGHTED MEAN SCORE	RANK
I find my work meaningful	3.86	4
I am genuinely interested in the field I work in	4.68	1
My job role plays to my strengths	4.36	2
Work contributes to my general happiness	3.58	7
I feel trusted at work	3.24	10
I make a difference at work	3.38	9
My manager values the work I do	3.52	8
I am usually willing to go the extra mile	4.06	3
I can see a future for me in my organization	3.64	6
I am proud to be a part of the organization	3.72	5

- From the above table, we can clearly infer that the statement “I am genuinely interested in the field I work in” has got the highest weighted mean score of 4.68 . So it has garnered the maximum weightage and tops the ranking .
- The statement “My job role plays to my strengths” has a mean score of 4.36 and is ranked in the second place.
- It can be noted that the statement “I feel trusted at work” has the lowest weighted mean score of 3.28 among all the items and is ranked last.

4.3 TEST FOR MEASURING RELATIONSHIP BETWEEN THE CONSTRUCTS OF EMPLOYEE ENGAGEMENT.

Pearson's co-efficient of correlation has been applied here in order to find out the nature and extent of relationship between the various constructs.

Table-4.3.1

Correlation between constructs of Employee engagement

	MEAN	SD	LOM	CF	RR	PE	DMA	EW	FA	SS	CW	GP	RP
LOM	3.5090	.2526	1										
CF	4.0000	.4519	0.482**	1									
RR	3.5830	.7385	0.419**	0.765**	1								
PE	3.8440	.5309	0.499**	0.744**	0.883**	1							
DMA	3.7240	.6732	0.447**	0.698**	0.846**	0.878**	1						
EW	3.8200	.4840	0.486**	0.714**	0.812**	0.784**	0.788	1					
FA	3.7958	.6585	0.439**	0.726**	0.812**	0.810**	0.816**	0.810**	1				
SS	3.6880	.5573	0.418**	0.610**	0.769**	0.780**	0.830**	0.841**	0.782**	1			
CW	3.9070	.4723	0.517**	0.651**	0.813**	0.711**	0.697**	0.772**	0.770**	0.710**	1		
GP	3.7983	.5014	0.505**	0.755**	0.854**	0.820**	0.837**	0.893**	0.905**	0.871**	0.819**	1	
RP	3.8040	.4678	0.408**	0.650**	0.824**	0.760**	0.824**	0.877**	0.833**	0.827**	0.781**	0.884**	1

** Correlation is significant at the 0.01 level (2 tailed)

(LOM-Link with organization mission, CF-Customer Focus, RR-Rewards and Recognition, PE-Pride in Employer, DMA-Decision-making Authority, EW-Employee wellbeing, FA-Future Advancement. SS-Support from Supervisor, CW-Challenging work, GP-Gallup, RP-Roffey park)

- From the above table, it can be noted that the dimension 'Rewards and Recognition' shares a fairly high degree of relationship with almost all the other dimensions of employee engagement.
- Also another fact has come into light. It can be inferred that, 'Link with organization mission' has the lowest degree of relationship with all the other dimensions of employee engagement.
- There is also another major finding which can be inferred from the above table. Gallup has a significantly greater correlation with all the dimensions of employee

4.4 TESTING FOR MEAN DIFFERENCE

The Paired T-test has been applied in order to determine the relationship between Gallup & Roffey variables..

Table-4.4.1

Paired test between Gallup and Roffey

	N	Correlation	T value	df	Sig.
Gallup & Roffey	200	.884	-.340	199	.000

The above table indicates that both the variables share a fairly strong relationship with each other.

4.5 TESTING FOR DIFFERENCES BETWEEN GROUPS

4.5.1 TESTING FOR DIFFERENCES BETWEEN THE MARITAL STATUS GROUPS FOR THE VARIOUS CONSTRUCTS OF EMPLOYEE ENGAGEMENT

The T-test has been applied in order to determine, whether there is any significant difference between the Marital status groups

Table-4.5.1

Independent samples Test using Marital status

	Marital status	N	Mean	t value	df	Significance	S/NS
LOM	single	60	3.4400	2.563	198	0.005	S
	married	140	3.5386				
CF	single	60	3.9800	0.409	198	0.647	NS
	married	140	4.0086				
RR	single	60	3.4800	1.293	198	0.217	NS
	married	140	3.6271				
PE	single	60	3.7067	2.424	198	0.014	S
	married	140	3.9029				
DMA	single	60	3.5633	2.231	198	0.033	S
	married	140	3.7929				
EW	single	60	3.6278	3.798	198	0.000	S

FA	single	60	3.6139	2.594	198	0.019	S
	married	140	3.8738				
SS	single	60	3.4167	4.745	198	0.000	S
	married	140	3.8043				
CW	single	60	3.7700	2.729	198	0.019	S
	married	140	3.9657				
GALLUP	single	60	3.6764	2.275	198	0.022	S
	married	140	3.8506				
ROFFEY	single	60	3.6550	3.008	198	0.005	S
	married	140	3.8679				

(LOM-Link with organization mission, CF-Customer Focus, RR-Rewards and Recognition, PE-Pride in Employer, DMA-Decision-making Authority, EW-Employee wellbeing, FA-Future Advancement. SS-Support from Supervisor, CW-Challenging work)

H₀: There is no significant difference between the groups with respect to the constructs of employee engagement.

H₁: There is a significant difference between the groups with respect to the constructs of employee engagement.

The above table gives the results of hypothesis testing. It can be seen that the significance level is lesser than 0.05 for most of the constructs except for two items : Customer focus and Rewards and recognition. Therefore the null hypothesis is rejected. On the other hand, for two constructs namely Customer focus and Rewards and Recognition, the H₀ is accepted and it is concluded that there is no difference between the employees who are married and unmarried.

Marital status of an employee does not create any difference when it comes to 'Rewards and Recognition' because, it is natural for any person to expect that his work should be properly recognized and rewarded by the organization , regardless of whether he is married or not.

4.5.2 TESTING FOR DIFFERENCES BETWEEN UNION MEMBERSHIP GROUPS FOR THE VARIOUS CONSTRUCTS OF EMPLOYEE ENGAGEMENT

The T-test has also been applied in order to determine, whether there is any significant difference between the Union membership groups .

H₀: There is not any significant difference between the groups with respect to the constructs

H_1 : There is a significant difference between the groups with respect to the constructs of employee engagement.

Table-4.5.2
Independent samples test using Union membership

	Union membership	N	Mean	t value	df	Significance	S/NS
LOM	YES	105	3.4933	0.922	198	0.359	NS
	NO	95	3.5263				
CF	YES	105	4.0229	0.751	198	0.451	NS
	NO	95	3.9747				
RR	YES	105	3.5581	0.500	198	0.614	NS
	NO	95	3.6105				
PE	YES	105	3.8286	0.431	198	0.663	NS
	NO	95	3.8611				
DMA	YES	105	3.6686	1.226	198	0.218	NS
	NO	95	3.7853				
EW	YES	105	3.8000	0.613	198	0.535	NS
	NO	95	3.8421				
FA	YES	105	3.7825	0.299	198	0.763	NS
	NO	95	3.8105				
SS	YES	105	3.6419	1.231	198	0.212	NS
	NO	95	3.7389				
CW	YES	105	3.9067	0.010	198	0.992	NS
	NO	95	3.9074				
GALLUP	YES	105	3.7802	0.538	198	0.586	NS
	NO	95	3.8184				
ROFFEY	YES	105	3.7733	0.974	198	0.304	NS
	NO	95	3.8379				

(LOM-Link with organization mission, CF-Customer Focus, RR-Rewards and Recognition, PE-Pride in Employer, DMA-Decision-making Authority, EW-Employee wellbeing, FA-Future Advancement. SS-Support from Supervisor, CW-Challenging work)

The above table gives the results of hypothesis testing. It can be seen that the significance level is greater than 0.05 for all the constructs of employee engagement. Therefore the null hypothesis is accepted. So we can reject the alternate hypothesis.

Hence, Overall it can be concluded that there is no significant difference among the groups when it comes to the constructs of employee engagement.

It clearly shows that, the company treats all its employees equally irrespective of he/she is a member in any union. We can infer that the company adopts a balanced policy towards its employees.

4.6 TESTING FOR MEAN DIFFERENCES

One-way Anova has been applied to ascertain, whether the groups are homogenous, with respect to their perception of the various constructs of employee engagement. They have been evaluated on the basis of **Department, Age and Educational qualification.**

4.6.1 TESTING FOR HOMOGENITY ACROSS DEPARTMENTS FOR THE VARIOUS CONSTRUCTS OF EMPLOYEE ENGAGEMENT

H₀: The employees are homogenous with respect to their perception of the various constructs of employee engagement across various departments.

H₁: The employees are not homogenous with respect to their perception of the various constructs of employee engagement across various departments.

Table-4.6.1
Mean difference across Departments

		Sum of Squares	Df	Mean Square	F	Sig.	S/NS
LOM	Between groups	.246	4	.062	.964	.428	NS
	Within Groups	12.457	195	.064			
	Total	12.704	199				
CF	Between groups	1.132	4	.283	1.396	.237	NS
	Within Groups	39.508	195	.203			
	Total	40.640	199				
RR	Between groups	.816	4	.204	.369	.830	NS
	Within Groups	107.726	195	.552			
	Total	108.542	199				
PE	Between groups	.517	4	.129	.454	.770	NS
	Within Groups	55.576	195	.285			
	Total	56.093	199				
DMA	Between groups	.630	4	.157	.343	.849	NS
	Within Groups	89.575	195	.459			
	Total	90.205	199				
EW	Between groups	.648	4	.162	.687	.602	NS
	Within Groups	45.983	195	.236			

FA	Between groups	1.960	4	.490	1.133	.342	NS
	Within Groups	84.342	195	.433			
	Total	86.302	199				
SS	Between groups	.311	4	.078	.246	.912	NS
	Within Groups	61.501	195	.315			
	Total	61.811	199				
CW	Between groups	1.165	4	.291	1.314	.266	NS
	Within Groups	43.225	195	.222			
	Total	44.390	199				
GALLUP	Between groups	1.027	4	.257	1.021	.397	NS
	Within Groups	49.006	195	.251			
	Total	50.033	199				
ROFFEY	Between groups	.407	4	.102	.460	.765	NS
	Within Groups	43.150	195	.221			
	Total	43.557	199				

(LOM-Link with organization mission, CF-Customer Focus, RR-Rewards and Recognition, PE-Pride in Employer, DMA-Decision-making Authority, EW-Employee wellbeing, FA-Future Advancement. SS-Support from Supervisor, CW-Challenging work)

The above table gives the results of hypothesis testing. It can be seen that the significance level is greater than 0.05 for all the constructs of employee engagement. Therefore the null hypothesis is accepted.

Hence, it can be concluded that the employees are homogenous with respect to their perception of the various constructs of employee engagement across Departments.

4.6.2 TESTING FOR HOMOGENITY ACROSS AGE GROUPS FOR THE VARIOUS CONSTRUCTS OF EMPLOYEE ENGAGEMENT

H₀: The employees are homogenous with respect to their perception of the various constructs of employee engagement across various age groups.

H₁: The employees are not homogenous with respect to their perception of the various constructs of employee engagement across various age groups.

Table-4.6.2
Mean difference across Age groups

		Sum of Squares	Df	Mean Square	F	Sig.	S/NS
LOM	Between groups	.632	4	.158	2.554	.040	S
	Within Groups	12.071	195	.062			
	Total	12.704	199				
CF	Between groups	4.243	4	1.061	5.683	.000	S
	Within Groups	36.397	195	.187			
	Total	40.640	199				
RR	Between Groups	16.935	4	4.234	9.012	.000	S
	Within Groups	91.607	195	.470			
	Total	108.542	199				
PE	Between groups	8.788	4	2.197	9.056	.000	S
	Within Groups	47.305	195	.243			
	Total	56.093	199				
DMA	Between groups	8.490	4	2.123	5.065	.001	S
	Within Groups	81.714	195	.419			
	Total	90.205	199				
EW	Between groups	6.733	4	1.683	8.227	.000	S
	Within Groups	39.898	195	.205			
	Total	46.631	199				
FA	Between groups	6.700	4	1.675	4.103	.003	S
	Within Groups	79.603	195	.408			
	Total	86.302	199				
SS	Between groups	11.284	4	2.821	10.887	.000	S
	Within Groups	50.527	195	.259			
	Total	61.811	199				
CW	Between groups	4.925	4	1.231	6.084	.000	S
	Within Groups	39.465	195	.202			
	Total	44.390	199				
GALLUP	Between groups	5.728	4	1.432	6.303	.000	S
	Within Groups	44.304	195	.227			
	Total	50.033	199				
ROFFEY	Between groups	7.582	4	1.895	10.274	.000	S
	Within Groups	35.975	195	.184			
	Total	43.557	199				

(LOM-Link with organization mission, CF-Customer Focus, RR-Rewards and Recognition, PE-Pride in Employer, DMA-Decision-making Authority, EW-Employee wellbeing, FA-Future Advancement. SS-Support from Supervisor, CW-Challenging work)

The above table gives the results of hypothesis testing. It can be seen that the significance level is lesser than 0.05 for all the constructs of employee engagement. Therefore the null hypothesis is rejected.

Hence, it can be concluded that the employees are not homogenous with respect to their perception of the various constructs of employee engagement across various age groups. They vary significantly.

4.6.3 TESTING FOR HOMOGENITY ACROSS EDUCATIONAL QUALIFICATION GROUPS FOR THE VARIOUS CONSTRUCTS OF EMPLOYEE ENGAGEMENT

H₀: The employees are homogenous with respect to their perception of the constructs of employee engagement.

H₁: The employees are not homogenous with respect to their perception of the constructs of employee engagement.

Table-4.6.3

Mean difference across educational qualification

		Sum of Squares	df	Mean Square	F	Sig.	S/NS
LOM	Between groups	.004	2	.002	.029	.971	NS
	Within Groups	12.700	197	.064			
	Total	12.704	199				
CF	Between groups	.814	2	.407	2.014	.136	NS
	Within Groups	39.826	197	.202			
	Total	40.640	199				
RR	Between groups	1.653	2	.827	1.523	.221	NS
	Within Groups	106.889	197	.543			
	Total	108.542	199				
PE	Between groups	2.241	2	1.121	4.099	.018	S
	Within Groups	53.852	197	.273			
	Total	56.093	199				
DMA	Between groups	1.696	2	.848	1.888	.154	NS
	Within Groups	88.508	197	.449			
	Total	90.205	199				
EW	Between groups	1.210	2	.605	2.625	.075	S
	Within Groups	45.421	197	.231			
	Total	46.631	199				

FA	Between groups	1.201	2	.600	1.390	.252	NS
	Within Groups	85.101	197	.432			
	Total	86.302	199				
SS	Between groups	1.488	2	.744	2.429	.091	S
	Within Groups	60.324	197	.306			
	Total	61.811	199				
CW	Between groups	.472	2	.236	1.059	.349	NS
	Within Groups	43.918	197	.223			
	Total	44.390	199				
GALLUP	Between groups	.743	2	.371	1.484	.229	NS
	Within Groups	49.290	197	.250			
	Total	50.033	199				
ROFFEY	Between groups	.137	2	.068	.310	.734	NS
	Within Groups	43.420	197	.220			
	Total	43.557	199				

(LOM-Link with organization mission, CF-Customer Focus, RR-Rewards and Recognition, PE-Pride in Employer, DMA-Decision-making Authority, EW-Employee wellbeing, FA-Future Advancement. SS-Support from Supervisor, CW-Challenging work)

The above table gives the results of hypothesis testing. It can be seen that the significance level is greater than 0.05 for almost all the constructs of employee engagement. Therefore the null hypothesis is accepted. On the other hand, for the three constructs namely 'Pride in employer', 'Employee wellbeing' and 'Support from supervisor', we can reject H_0 and state that the employees are not homogenous with respect to these 3 constructs. Hence, overall it can be concluded that the employees are homogenous with respect to their perception of the various constructs of employee engagement.

4.7 REGRESSION ANALYSIS AND TESTING

4.7.1 TESTING FOR ANALYZING THE IMPACT OF VARIOUS CONSTRUCTS OF EMPLOYEE ENGAGEMENT ON GALLUP

Table-4.7.1

Regression value for Gallup

Model	R	R square	Adj. R square	Std error of the estimate	
1	.961	.924	.920	.14185	
ANOVA					
Model	Sum of squares	Df	Mean square	F	Sig.
Regression	46.210	9	5.134	255.181	.000
Residual	3.823	190	.020		

Table-4.7.2
Regression coefficients for Gallup

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std . error	Beta		
1 (constant)	.052	.157		.333	.740
Link with organization mission	.092	.051	.046	1.810	.072
Customer focus	.096	.038	.086	2.507	.013
Rewards and recognition	.074	.039	.109	1.899	.059
Pride in employer	-.087	.050	-.092	-1.721	.087
Decision making authority	.008	.037	.011	.219	.827
Employee wellbeing	.210	.048	.203	4.415	.000
Future advancement	.277	.033	.363	8.369	.000
Support from supervisor	.234	.040	.261	5.906	.000
Challenging work	.092	.043	.087	2.150	.033

a. Dependent Variable: GALLUP

Regression analysis has been applied to analyze the impact of various constructs on the dependent variable Gallup. The R square value is 0.924. In table 4.7.1, since the significance value is also lesser than 0.05, we can infer that this model is of good fit and it is reliable and acceptable. The beta coefficients indicate the extent to which the independent variables affect the dependent variable. Therefore from table 4.7.2, it can be interpreted that ‘Future Advancement’ has the strongest impact on Gallup than any other construct. The next two constructs namely: ‘Support from supervisor’ and ‘Employee wellbeing’ also have a significantly high impact upon Gallup. It can be noted that ‘Decision making authority’ makes the least impact .It can be noted that the employees give the maximum importance to their future career development and also expect their supervisor to support them for their wellbeing..

4.7.2 TESTING FOR ANALYZING THE IMPACT OF VARIOUS CONSTRUCTS OF EMPLOYEE ENGAGEMENT ON ROFFEY

Table-4.7.3
Regression value for Roffey

Model	R	R square	Adjusted R square		Std. error of the estimate
1	.925	.856	.849		.18189
Model	Sum of squares	Df	Mean square	F	Sig.
Regression	37.271	9	4.141	125.166	.000
Residual	6.286	190	.033		

Table-4.7.4

Regression coefficients for Roffey

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std . error	Beta		
1 (constant)	1.170	.202		5.798	.000
Link with organization mission	-.068	.065	-.037	-1.048	.296
Customer focus	-.099	.049	-.096	-2.029	.044
Rewards and recognition	.126	.050	.199	2.513	.013
Pride in employer	-.192	.065	-.218	-2.967	.003
Decision making authority	.185	.048	.266	3.850	.000
Employee wellbeing	.415	.061	.429	6.803	.000
Future advancement	.152	.042	.214	3.583	.000
Support from supervisor	.075	.051	.089	1.475	.142
Challenging work	.110	.055	.111	2.002	.047

a. Dependent Variable: ROFFEY

Regression analysis has been applied to analyze the impact of various constructs on the dependent variable Roffey. The R square value is 0.856. In table 4.7.3, since the significance value is also less than 0.05, we can infer that this model is of good fit and it is reliable and acceptable. The beta coefficients indicate the extent to which the independent variables affect the dependent variable. Therefore from table 4.7.4, it can be interpreted that 'Employee wellbeing' has the strongest impact on Roffey than any other construct. The next two constructs namely: 'Decision making authority' and 'Future advancement' also have a significantly high impact upon Roffey. It can be noted that 'Link with organization mission' makes the least impact.

It can be noted that the employees give the maximum importance to their own wellbeing and future career development. They also expect the organization to give them some autonomy in decision making so that they can have a sense of independence while performing their work.

4.7.3 A COMPARISION OF ROFFEY PARK'S AND GALLUP'S INDEX WITH RESPECT TO THE CONSTRUCTS OF EMPLOYEE ENGAGEMENT

Table-4.7.5

Ranking table based on Coefficients

Constructs	Gallup	Roffey
Link with organization mission	5	9
Customer focus	4	8
Rewards and recognition	7	4
Pride in employer	6	7
Decision making authority	8	2
Employee wellbeing	3	1
Future advancement	1	3
Support from supervisor	2	6
Challenging work	5	5

Spearman's Rank correlation was applied in order to test the strength of the link between the ranks of the order of influence of variables. R was found to be 0.017, which indicates that they share a fairly weak relationship with each other.

In the above table, the constructs of employee engagement has been ranked according to their level of impact upon the two dependent variables namely: Gallup and Roffey. It can be noted that the two constructs 'Employee wellbeing' and 'Future advancement' have a very strong impact upon both Roffey and Gallup variables.

Regarding Gallup, 'Pride in employer', 'Rewards and recognition' and 'Decision making authority' are the constructs which have a very low impact.

Regarding Roffey, 'Pride in employer', 'Customer focus' and 'Link with organization mission' are the constructs which have a very low impact.

**FINDINGS, SUGGESTIONS AND
CONCLUSION**

CHAPTER – 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- Majority 70% of the respondents belong to the age group of 20-40 years.
- Majority 70% of the respondents are married.
- 69.5% of the respondents have SSLC or HSC/ITI level of education
- 52.5% of the respondents are members of trade unions.
- ‘Rewards and Recognition’ shares a fairly high degree of relationship with almost all the other dimensions of employee engagement.
- Gallup has a significantly greater correlation with all the dimensions of employee engagement, when compared to Roffey park.
- There is no difference in the constructs of employee engagement scores between people who are married or unmarried.
- Union membership does not create a difference among employees when it comes to the constructs of employee engagement. It clearly shows that, the company treats all its employees equally irrespective of he/she is a member in any union. We can infer that the company adopts a balanced policy towards its employees.
- The groups are homogenous with respect to their perception of the various constructs of employee engagement, based on the criteria of Department.
- The Age groups are not homogenous with respect to their perception of the various constructs of employee engagement. They vary significantly.
- ‘Future Advancement’ has the strongest impact on Gallup than any other construct. The next two constructs namely: ‘Support from supervisor’ and ‘Employee wellbeing’ also have a significantly high impact upon Gallup. It can be noted that ‘Decision making authority’ makes the least impact.
- It can be noted that the employees give the maximum importance to their future career development and also expect their supervisor to support them for their wellbeing.

- ‘Employee wellbeing’ has the strongest impact on Roffey than any other construct. The next two constructs namely: ‘Decision making authority’ and ‘Future advancement’ also have a significantly high impact upon Roffey. It can be noted that ‘Link with organization mission’ makes the least impact .
- It can be noted that the employees give the maximum importance to their own wellbeing and future career development. They also expect the organization to give them some autonomy in decision making so that they can have a sense of independence while performing their work.
- It can be noted that the two constructs ‘Employee wellbeing’ and ‘Future advancement’ have a very strong impact upon both Roffey and Gallup variables.

5.2 SUGGESTIONS

- Supervisors must take a sincere and honest interest in the career development of their subordinates.
- ‘Rewards and Recognition’ shares a fairly strong relationship with almost all the dimensions of employee engagement. So the organization must make sure that its employees are duly recognized and rewarded for their work.
- The organization must make sure that all the adequate facilities are provided by them at the work-place to ensure the well-being of the employees.
- The Age groups are not homogenous with respect to their perception of the employee engagement. They vary significantly. The company must make sure that it treats both the junior and senior employees in an equal manner.

5.3 CONCLUSION

An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization. They must feel an emotional bonding with the company. If the organization can manage to engage its employees it will enable them to derive a lot of benefits from their workforce. Engaged and committed employees give the organization a crucial competitive advantage through higher productivity and less employee turnover.

5.4 SCOPE FOR FURTHER STUDY

In today's competitive conditions, Many employees all over the world are increasingly becoming aware that they can no longer count on working for a single employer long enough to retire. And with reduced expectations of reciprocity, workers feel less committed towards their employers. Especially, if it is considered that gaining new employees create four times more costs than retaining existing employees from leaving. Every company wants to engage its employees effectively and retain them for their progress in the long run. It can be seen that answers to these questions carry great importance for the firms. A more detailed and comprehensive research study can be conducted on those variables which the managers might think that will provide solutions to them by retaining their employees and making them committed towards the organization.

BIBLIOGRAPHY

- Barney,J. (1997), “Gaining and sustaining competitive advantage”
- Bates,S. (2004) “Getting engaged”, Prentice-Hall of India Private limited, New Delhi, 2006
- Bennis,W.,Nanus,B.(1985) “Leaders: The strategies for taking charge”, Harper & Row, Newyork.
- Saks,M.Alan (2006) “Antecedents and consequence of employee engagement” , Journal of managerial psychology, Vol.21 no.7, pp.600-619
- J.Vance, Robert (2006) “Employee engagement and commitment” , SHRM foundation
- Vazirani,Nitin (2007) “Employee engagement” , SIES college of Management studies working paper

APPENDIX

A STUDY ON EMPLOYEE ENGAGEMENT AT GEM INDUSTRIES, COIMBATORE.

(The study has been undertaken for research purpose. The information gathered will be kept confidential. Thank you for spending your valuable time)

1. Name (Optional) :
2. Age : a) 20-30 Yrs b)31-40 Yrs c)41-50 Yrs d) >50 Yrs
3. Department :
4. Designation:
5. Marital status : a)Single / b)Married
6. Educational qualification : a)SSLC b)HSC/ITI c)UG/Diploma d)PG
7. Total Experience (in Yrs):
8. Are you a member of any union? : a)Yes / b)No

9. Please rate the statements given below which best describes your opinions and attitudes (ranging from 1-5) :

(1-strongly disagree , 2—disagree, 3—neither agree nor disagree, 4-agree, 5-strongly agree)

a) Link with organization's mission					
I am committed to my organization's core values	1	2	3	4	5
My personal objectives are linked to my work area's business plan	1	2	3	4	5
I clearly understand my organization's mission	1	2	3	4	5
My organization is effective at attracting and retaining talent	1	2	3	4	5
The mission statement of my organization does not inspire me	1	2	3	4	5
b) Customer focus					
Our customers think highly of our products and services	1	2	3	4	5
I understand how I can contribute to meeting the customer's needs	1	2	3	4	5
The management constantly looks to build customer loyalty	1	2	3	4	5
We encourage customers to give constant feedback regarding our products	1	2	3	4	5
The grievances of customers are solved within a reasonable amount of time	1	2	3	4	5
c) Rewards and recognition					
My pay is competitive, when compared to other similar jobs in my company	1	2	3	4	5

There is sufficient incentive to perform well at my organization	1	2	3	4	5
I have been fairly rewarded	1	2	3	4	5
The company offers increments regularly	1	2	3	4	5
The company's employee benefits plan, meets my needs	1	2	3	4	5
d) Pride in employer					
Everyone is treated with respect at work, regardless of who they are	1	2	3	4	5
Senior leaders have the capability to make my organization successful	1	2	3	4	5
My organization is involved in supporting the community	1	2	3	4	5
Senior leaders value employees	1	2	3	4	5
People in my organization have the capability to do their jobs effectively	1	2	3	4	5
e) Decision making / Authority					
I have the authority that I need to do my job well	1	2	3	4	5
I am encouraged to take ownership of my work	1	2	3	4	5
My opinions count	1	2	3	4	5
I have a sense of independence , while performing my duties	1	2	3	4	5
Employees are consulted when important decisions are taken	1	2	3	4	5
f) Employee wellbeing					
The amount of pressure I experience in my role is reasonable	1	2	3	4	5
I can concentrate on my job when I am at my work area	1	2	3	4	5
My organization actively promotes health and wellbeing	1	2	3	4	5
My organization invests in it's people's learning and development	1	2	3	4	5
My Organization cares for me as a person	1	2	3	4	5
My Organization treats all its employees equally	1	2	3	4	5
g) Future advancement					
There are career opportunities for me at my organization	1	2	3	4	5
I can balance work and personal interests at my company and still progress	1	2	3	4	5
The company does a good job of promoting from within	1	2	3	4	5
The people who are promoted deserve it	1	2	3	4	5
My company allows me to maintain a balance between my family and work	1	2	3	4	5
All employees have equal growth opportunities	1	2	3	4	5
h) Support from supervisor					
My immediate manager gives me the support I need to do my job well	1	2	3	4	5
My superior gives me constant feedback regarding my job performance	1	2	3	4	5
My superior strongly considers my opinions	1	2	3	4	5
I interact well with my superiors	1	2	3	4	5
My superior takes a sincere interest in my career growth	1	2	3	4	5
i)Challenging work					
My organization is open to change	1	2	3	4	5
People are held accountable for their performance	1	2	3	4	5
The organization recognizes and rewards good performance	1	2	3	4	5
Managers have the ability to coach and develop the skill level of employees	1	2	3	4	5

I keep myself updated regarding the latest trends, in my line of work	1	2	3	4	5
Overall Employee Engagement:					
I know what is expected of me at work	1	2	3	4	5
I have the materials and equipment to do my work right	1	2	3	4	5
I have the opportunity to do what I do best everyday	1	2	3	4	5
I receive recognition and praise for doing good work	1	2	3	4	5
My supervisor and colleagues care about me as a person	1	2	3	4	5
People at work, encourage my development	1	2	3	4	5
At work , my opinions seem to count	1	2	3	4	5
The mission of my company makes me feel that my job is important	1	2	3	4	5
My associates are committed to doing quality work	1	2	3	4	5
I have a best friend at work	1	2	3	4	5
I have opportunities to learn and grow	1	2	3	4	5
People at work give me constant feedback about my progress	1	2	3	4	5
Roffey park's Employee Engagement :					
I find my work meaningful	1	2	3	4	5
I am genuinely interested I the field I work in	1	2	3	4	5
My job role plays to my strengths	1	2	3	4	5
Work contributes to my general happiness	1	2	3	4	5
I feel trusted at work	1	2	3	4	5
I make a difference at work	1	2	3	4	5
My manager values the work I do	1	2	3	4	5
I am usually willing to go the extra mile	1	2	3	4	5
I can see a future for me in my organization	1	2	3	4	5
I am proud to be a part of the organization	1	2	3	4	5

Any other Suggestions and Comments
