A STUDY ON EFFECTIVENESS OF EMPLOYEE ENGAGEMENT ACTIVITIES IN HYUNDAI MOTOR INDIA LIMITED, CHENNAI

A PROJECT REPORT

Submitted by

SREENITHI J

Reg. No. 0820400050

In partial fulfilment of the requirements

for the award of the degree

Of

MASTER OF BUSINESS ADMINISTRATION

June 2010
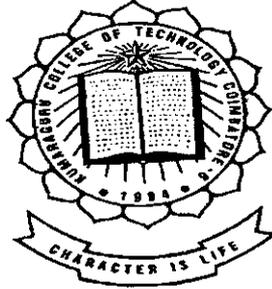
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Coimbatore – 641 006

CERTIFICATE

DEPARTMENT OF MANAGEMENT STUDIES
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COIMBATORE

BONAFIDE CERTIFICATE

Certified that this project titled **"A STUDY ON EFFECTIVENESS OF EMPLOYEE ENGAGEMENT ACTIVITIES IN HYUNDAI MOTOR INDIA LIMITED, CHENNAI"** is the bonafide work of Ms.**SREENITHI J** who carried out this project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not from 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.
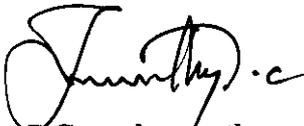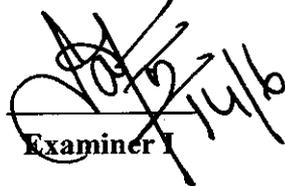
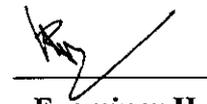C.Ganeshmoorthy   Prof S.V.Devanathan

Faculty Guide   **Director**

Evaluated and viva-voce conducted on ...14:.06-.2010...............

Examiner I   Examiner II

HR / 01/ TR005 June10, 2010

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms.Sreenithi.J**, student of Kumaraguru College of Technology, Coimbatore has successfully completed her Project Training at our plant during the period April 19, 2010 to June 10, 2010.

She has submitted a project report on "**A Study on Effectiveness of Employee Engagement Activities in Hyundai Motor India LTD**" to our satisfaction.

During the training period, her level of commitment, involvement and attitude were found to be good.

We wish **Ms. Sreenithi.J**, all the best in her future endeavors

For **HYUNDAI MOTOR INDIA LIMITED**

(Javed Khan.J)
Human Resources
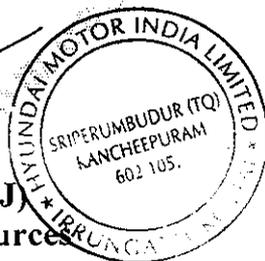
DECLARATION

DECLARATION

I, hereby declare that this project report entitled as "A STUDY ON EFFECTIVENESS OF EMPLOYEE ENGAGEMENT ACTIVITIES IN HYUNDAI MOTOR INDIA LIMITED, CHENNAI" has undertaken for academic purpose submitted to Anna university in partial fulfillment of requirement for the award of the degree of Master of Business Administration .The project report is the record of the original work done by me under the guidance of Mr.C.Ganeshmoorthy during the academic year 2008-2010

I, also declare hereby, that the information given in this report is correct to the best of my knowledge and belief.

Place: Coimbatore

Date:

J. Sreenithi

(SREENITHI .J)

AKNOWLEDGEMENT

ACKNOWLEDGEMENT

I thank the GOD, Almighty for his blessings bestowed upon me, which gave strength, confidence and health for completing this project.

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Finally, I take this opportunity to express my love and gratitude to my beloved parents for their being with me in my entire endeavour including this special achievement.

TABLE OF CONTENT

TABLE OF CONTENT

EXECUTIVE SUMMARY

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 EFFECTIVIENESS OF EMPLOYEE ENGAGEMENT ACTIVITIES IN HYUNDAI MOTOR INDIA LIMITED, CHENNAI,**" 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 have been studied on the activities conducted by the organization, quality of working, 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 2 months questionnaire method. A sample of 100 was taken for analysis. The analysis used for the study is percentage analysis, chi-square and weighted average method. Based on the analysis, findings and suggestions were given to the company.

LIST OF TABLES

LIST OF TABLES

3.19	Frequent chance given to improve skill and job knowledge	31
3.20	Compensation linked to the performance	32
3.21	Rewards and recognition practice followed by the organization	33
3.22	Awareness of retention efforts taken by the organization	34
3.23	Factors of attrition	35
3.24	Leave benefit provided by the company	36
3.25	Medical plan given by the company	37
3.26	Educational assistance provided by the organization	38
3.27	Reimbursement plan provided by the organization	39
3.28	Relationship between satisfaction level of employee engagement activities and types of employee engagement activities	40
3.29	Relationship between opportunities for personal growth and career development and frequent chances given to the employees to improve skill and job knowledge	41
3.30	Relationship between types of employee engagement activities conducted by the organization and chance for the employees to participate in all the activities	42
3.31	Relationship between employees work over-time based on need and the extent to which working over-time affects employee work-life balance.	43
3.32	Weighted Average method	44

LIST OF CHARTS

LIST OF CHARTS

3.19	Frequent chance given to improve skill and job knowledge	31
3.20	Compensation linked to the performance	32
3.21	Rewards and recognition practice followed by the organization	33
3.22	Awareness of retention efforts taken by the organization	34
3.23	Factors of attrition	35
3.24	Leave benefit provided by the company	36
3.25	Medical plan given by the company	37
3.26	Educational assistance provided by the organization	38
3.27	Reimbursement plan provided by the organization	39

INTRODUCTION

1. INTRODUCTION

1.1 Background

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 organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Employee engagement plays a greater role in the current era where every contribution by the employees counts.

Employee engagement Activities (EEA) take many forms – including internal communications (newsletters, blogs, employer branding), surveys (where you survey the level of engagement of your workforce), people development, games, team building events and many other activities which try to connect the hearts and minds of employees with the values and vision of the company. All of these initiatives without doubt offer value, some more than others, but the real key to employee engagement (and retention), which has been proven time and time again, is through the relationship between employee and manager. Just as an inspirational teacher can have a life-changing effect on a student's performance, an inspirational manager can get the very best performance from their employees.

Employee engagement activities throw light into the success of the company in engaging its employees in productive activities. Employee engagement activities are important as they help to align the human activities to the company strategy. It measures the success of the organizational policies in assisting the realization of the organizational goals. Employee engagement is not just the process of engaging the

employees productively. It also expects the organization to pave the way to ensure that the employees are motivated to put in their best efforts for the wealth maximization. This requires building loyalty which can inject commitment in doing quality work. The mission must be well defined and supported by well set organizational plans and policies for its attainment. The management is also to provide with the set of tools and materials that are necessary for performing the task effectively.

Employee engagement also expects the management to nourish a healthy environment within the entity. The doors must be kept open within the organization for the employees to explore various career opportunities for personal development through job rotation. Training and developmental programs must support the employees in augmenting their strengths and fighting against the weaknesses. The managers must take up the opportunity in encouraging and rewarding the excellence displayed by the employees in their work. Encouragement can motivate the employee to concentrate on more productive channels. A strong and supportive working culture can improve the employee satisfaction, thereby decreasing the opportunities for attrition.

Employee engagement can be measured using surveys, attrition rates, number of referrals made and growth in the business. Employee turnover rates are an eye opener in reflecting the success of the company in effectively engaging its employees. An employee who is satisfied with the opportunities that is given for his growth and development in a supportive environment can act as the biggest brand ambassador of the company. His encouragement can assist in the procurement of many referrals which is highly important in the current era which faces a shortage of key talents.

Engaged employees can add to the profitability and wealth maximization by creating a loyal group of customers who are highly satisfied with the quality of work performed by the employees.

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 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.

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, p

"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 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.

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

"Sandeep Kular, Mark Gatenby [5]" said there are more employees who are disengaged or *not* engaged than there are engaged employees. Despite this, many organizations believe that engagement is a dominant source of competitive advantage. Results from research organizations 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 organization.

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

1.3 Objective of the Study

Primary objective

> To study the effectiveness of employee engagement activities in employee retention.

Secondary objective

> To analyze career progression of employees.

> To study the appropriate reward, recognition and benefits for employees.

> To identify the factors of attrition and maximize the employee retention.

1.4 Scope of the Study

Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success. It 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 Problem Statement

In Hyundai Motor India Limited (HMIL) the rate of attrition for the year 2008 is 17% and in 2009 it has reduced to 10% due to the economic slowdown. The company is finding all the possible ways to avoid attrition and retain the employees. The Human Resource department of HMIL strongly believes that they can increase retention through employee engagement activities.

1.6 Methodology

1.6.1 Type of Study

The study adheres to descriptive research design to gain valuable insight on the effectiveness of employee engagement activities.

1.6.1 Sampling design

> The Sample size taken is 100

> The sampling design that was adopted for the study is Simple random sampling

1.6.2 Method of Data collection

> **Primary data**

The primary data is collected by structured questionnaire method

> **Secondary data**

The secondary data was collected from the websites, books and the project work done by research scholars.

1.6.3 Tools of Analysis

> Percentage Analysis
> Chi-Square
> Weighted Average method

1.7 Limitations

> The conclusion derived does not have universal applicability as this study was undertaken only within Hyundai Motors India Limited
> Sample size is limited.

ORGANIZATIONAL PROFILE

CHAPTER 2

ORGANIZATION PROFILE

HYUNDAI MOTOR INDIA LIMITED

Hyundai Motor India Limited (HMIL) is a wholly owned subsidiary of Hyundai Motor Company (HMC), South Korea and is the largest passenger car exporter and the second largest car manufacturer in India. HMIL presently markets 6 models of passenger cars across segments. The A2 segment includes the Santro, i10 and the i20, the A3 segment includes the Accent and the Verna, the A5 segment includes the Sonata Transform.

HMIL's fully integrated state-of-the-art manufacturing plant near Chennai boasts of the most advanced production, quality and testing capabilities in the country. To cater to rising demand, HMIL commissioned its second plant in February 2008, which produces an additional 300,000 units per annum, raising HMIL's total production capacity to 600,000 units per annum.

In continuation with its commitment to providing Indian customers with cutting-edge global technology, HMIL has set up a modern multi-million dollar research and development facility in the cyber city of Hyderabad. It aims to become a centre of excellence for automobile engineering and ensure quick turnaround time to changing consumer needs.

As HMC's global export hub for compact cars, HMIL is the first automotive company in India to achieve the export of 10 lakh cars in just over a decade. HMIL currently exports cars to more than 110 countries across EU, Africa, Middle East, Latin America, Asia and Australia. It has been the number one exporter of passenger car of the country for the sixth year in a row.

8

To support its growth and expansion plans, HMIL currently has a 290 strong dealer network and 540 strong service points across India, which will see further expansion in 2010.

2.2 Management

Mr. Han Woo Park joined Hyundai Motor Company in Seoul, South Korea, in 1982 in the finance department and ever since he has been involved with costing, auditing and the financial operations of the company. He joined Hyundai Motor India Limited in 2003 as the Chief Financial Officer and since then he has played a pivotal role in HMIL as he was involved in all aspects of the company in his capacity as a CFO. Mr. Park has a vast experience and understanding of Hyundai Motor India Ltd and the Indian culture and has successfully led his team for the last seven years. Mr. Park holds a degree in Business Administration from the University of Dankook in Seoul. South Korea. Prior to his becoming the Managing Director of HMIL he held the position of CFO and Senior Executive Director.

2.3 Organization structure

Board of Directors

The Board of Directors makes decisions on matters defined by the laws or articles of incorporation, matters delegated by the general shareholders' meeting, and key matters related to the basic guidelines for company operations and work execution. Moreover, we have the authority to supervise duties of directors and management, and consist of four internal directors and five external directors. The Board of Directors holds regular meetings and special meetings, if necessary.

Board of Directors

Ethics
Committee

Audit Committee

External Director
Candidates Recommendation
Committee
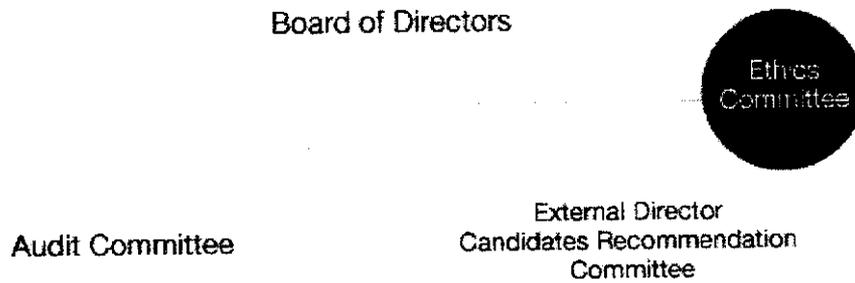
Committees under the Board of Director

The Audit Committee under the Board of Directors consists of four external directors. It is responsible for auditing finance and management of HMC. It has the authority to review reports on business management and financial status. The Audit Committee approves matters related to audit, the shareholders' meeting, directors, and the board of directors. It can access business and management information for auditing.

The External Director Candidates Recommendation Committee consists of two internal directors and two external directors. External directors should be recommended by the External Director Candidates Recommendation Committee. The 2007 Shareholders' Meeting approved the directors' compensation ceiling of 10 billion won. From January 1 to December 31, 2007, total compensation paid to internal and external directors was 7.737 billion won.

2.4 Products Profile and Market Potential

HMIL presently markets 6 models of passenger cars across segments. The A2 segment includes the Santro, i10 and the i20, the A3 segment includes the Accent and the Verna, the A5 segment includes the Sonata Transform.

CONTRIBUTION TO THE INDIAN AUTOMOBILE MARKET

Hyundai's sales trends

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Exports		20	3,823	6,092	8,245	30,416	75,871	96,560	113,339	126,749	243,919	270,007
Domestic	8,447	60,321	81,628	83,932	102,800	120,308	139,759	156,291	186,174	200,412	245,397	289,863
Total	8,447	60,341	85,451	90,024	111,045	150,724	215,630	252,851	299,513	327,161	489,316	559,870
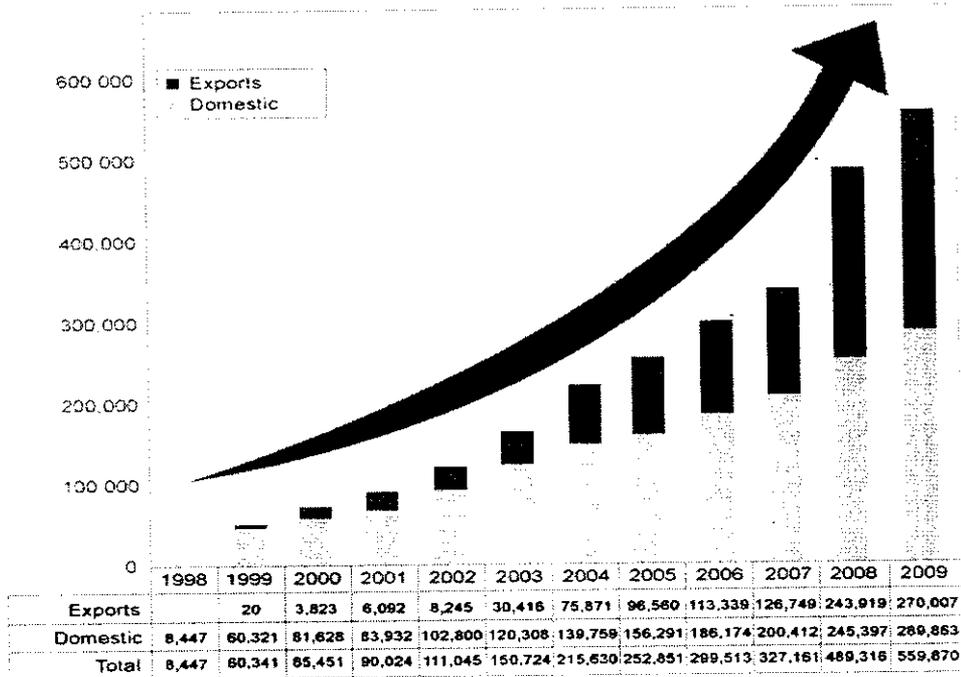
2.5 Description of various functional areas

R&D Center

Hyundai Motor India Engineering (HMIE) is a fully owned subsidiary of Hyundai Motor Company, South Korea, which has set up the R&D Centre in Hyderabad. HMIE is a centre with one of the most advanced research and development facilities which focuses on state of the art product and design engineering and rigorous quality enhancement. The new R&D Centre at Hyderabad in India is Hyundai Motor Company's fourth overseas R&D centre. Set up with an investment of Rs. 184 crores, the new 200,000 square-foot facility R&D Centre, is aimed at further accelerating local content development and enable Hyundai to respond even more quickly to changing customer needs across the world. The R&D Centre will further facilitate the development of India as Hyundai's global hub for manufacturing and engineering of small cars. The new R&D

11

P- 32/3

Centre in Hyderabad will support all back-end operations like computer aided engineering (CAE), computer aided design (CAD) and help the R & D work taking place across Hyundai's car line-up. The R&D Centre will help in developing vehicles which includes their styling, design engineering and vehicle test & evaluation. The R&D Centre will play a pivotal role for cars manufactured in India inorder to satisfy the specific needs of the Indian customers. Hyundai Motor Company's other overseas R&D centres are located in the United States, Germany, Japan & Korea

Production

Press Shop

A computer controlled line that converts sheet metal to body panels with high dimensional accuracy and consistency.

Body Shop

It is a hi-tech line that builds full body shells from panels. Automated robotic arms are used for intricate welding operations that ensure superior and consistent build quality.

Assembly shop

In Assembly Shop all the engine and suspension parts, the electrical parts, the under body parts etc are fitted into the car. The cars go through complete testing in the Assembly Shop. The Assembly Shop comprises the Trim Line, the Chassis Line, the Final Line and the OK Line.

Engine & Transmission Shop

One of the biggest engine shops in the country, this unit is equipped with the most modern tooling and testing facilities to make a wide range of engines in-house.

ANALYSIS AND INTERPRETATION

CHAPTER 3

ANALYSIS AND INTERPRETATION

Table 3.1

Table 3.1 represents the Age of the respondents

Description	Frequency	Percent
20-25	9	9.0
26-30	38	38.0
31-35	31	31.0
36-40	17	17.0
Above 40	5	5.0
Total	100	100.0

Interpretation

Table 3.1 shows that 9% of the respondents are between the age group of 20 - 25 years, 38% are between 26-30 years, 31% are between 31-45 years, 17% are between 36-40 years and 5% of them are Above 40 years.
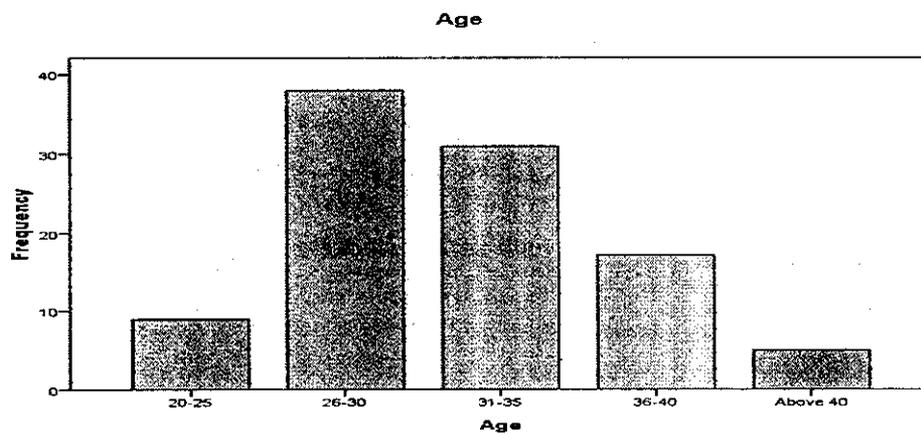
Table 3.2

Table 3.2 represents the gender of the respondents

Description	Frequency	Percent
Male	89	89.0
Female	11	11.0
Total	100	100.0

Interpretation

Table 3.2 shows that 89% are Male respondents and 11% are Female respondents.

It is inferred that organization are concentrating on the recruitment of the male candidates because they are fit enough to work in shop floor and also in rotational shifts than female employees.

Gender

Gender
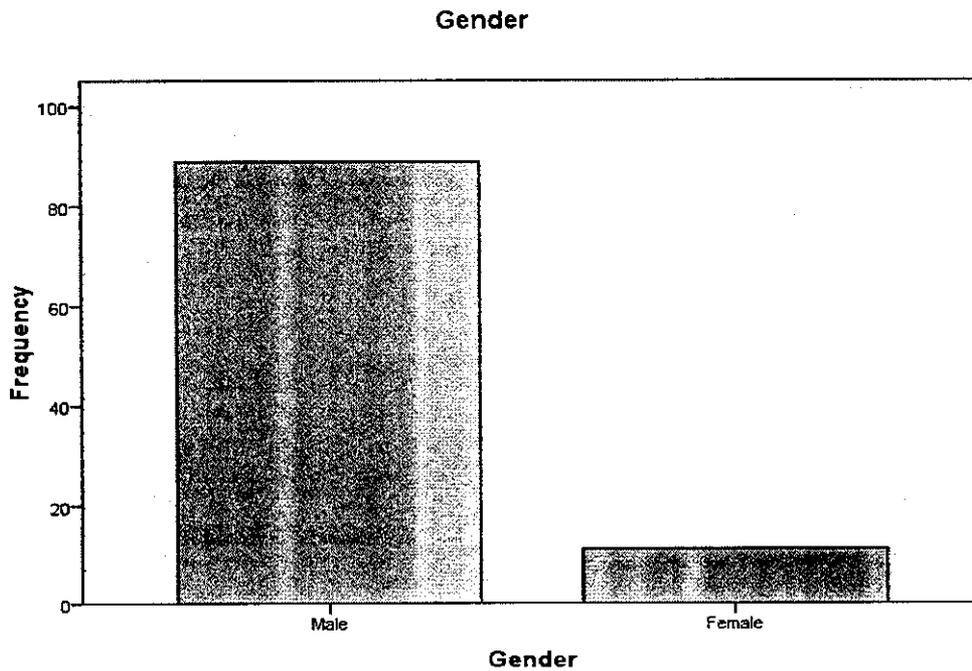
Table 3.3

Table 3.3 represents the Marital Status of the respondents

Description	Frequency	Percent
Single	42	42.0
Married	58	58.0
Total	100	100.0

Interpretation

Table 3.3 shows that 42% of the respondents are single and 58% are married.

MaritalStatus
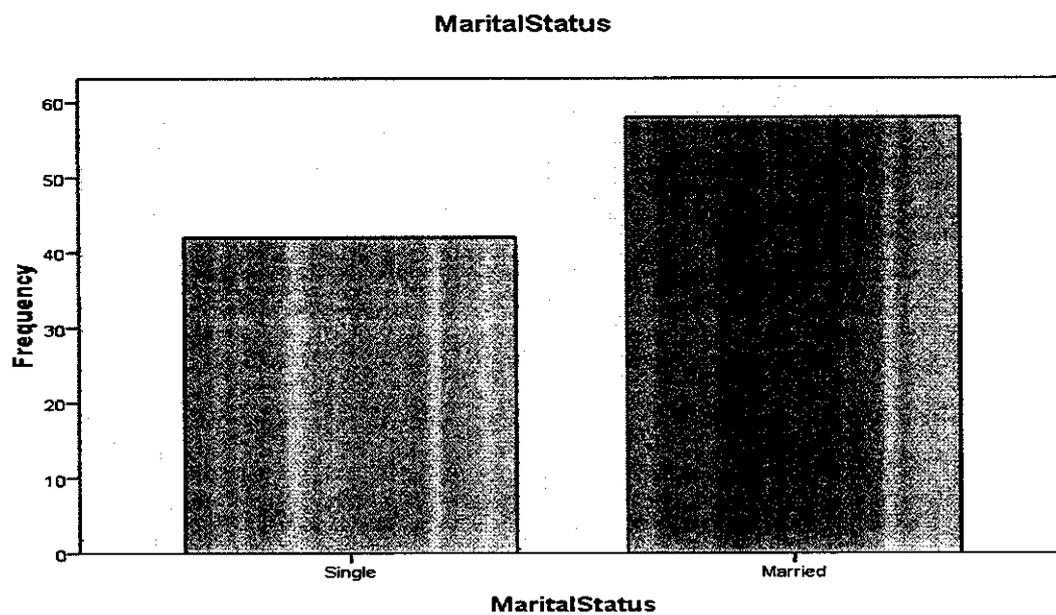
Table 3.4

Table 3.4 represents the Qualification of the Employees

Description	Frequency	Percent
Diploma	12	12.0
Engineer	42	42.0
Undergraduate	3	3.0
Postgraduate	43	43.0
Total	100	100.0

Interpretation

Table 3.4 shows 43% of the respondents are postgraduates, 42% of them are Engineer, 12% of them are Diploma holders and 3% of them are undergraduates.

It is inferred that the organization is required number of engineering graduates and Post Graduates because they are good in technical skills and know how to handle automotive parts.

Qualification

16
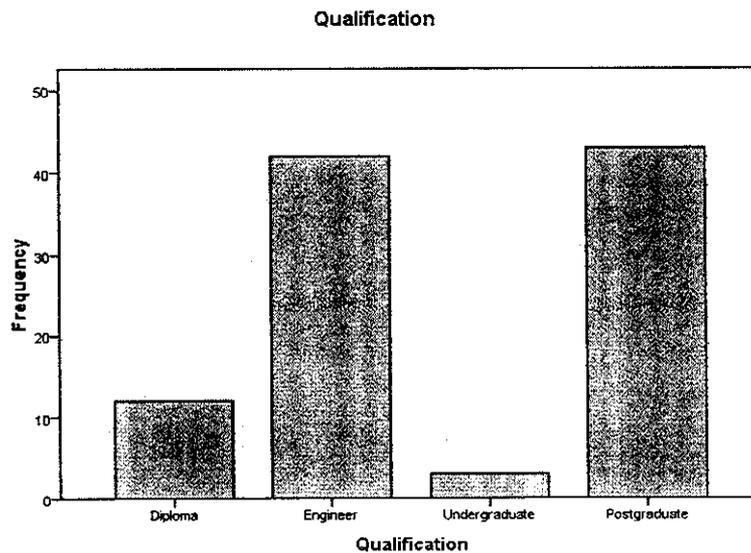
Table 3.5

Table 3.5 represents no of work experience in Hyundai Motors India Limited

Description	Frequency	Percent
0-3years	39	39.0
3-6years	49	49.0
6-9years	12	12.0
Total	100	100.0

Interpretation

Table 3.5 shows that 49% of the employees have the work experience from 3-6 years, 39% of them are having 0-3 years of work experience, 12% of them are having 6-9years of work experience in HMIL.

Experience

17
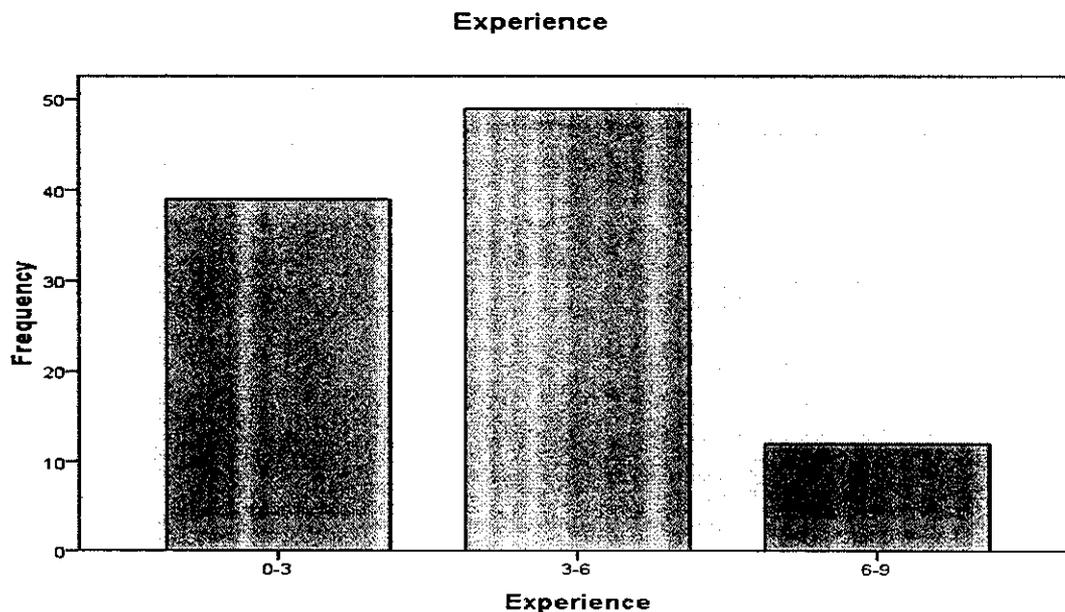
Table 3.6

Table 3.6 represents the Frequency of Employee Engagement Activities(EEA) conducted in HMIL

Description	Frequency	Percent
3-6months	32	32.0
6-9months	54	54.0
Once a Year	14	14.0
Total	100	100.0

Interpretation

Table 3.6 shows 54% of the respondents said that employee engagement activities are being conducted for 6-9 months, 32% of them told that EEA are conducted once in 3-6 months and 14% of them said that EEA are conducted only once in a year.

This indicates that the 14% of the employees are not very much aware of EEA conducting by the organization.

FrequencyofEEA

FrequencyofEEA
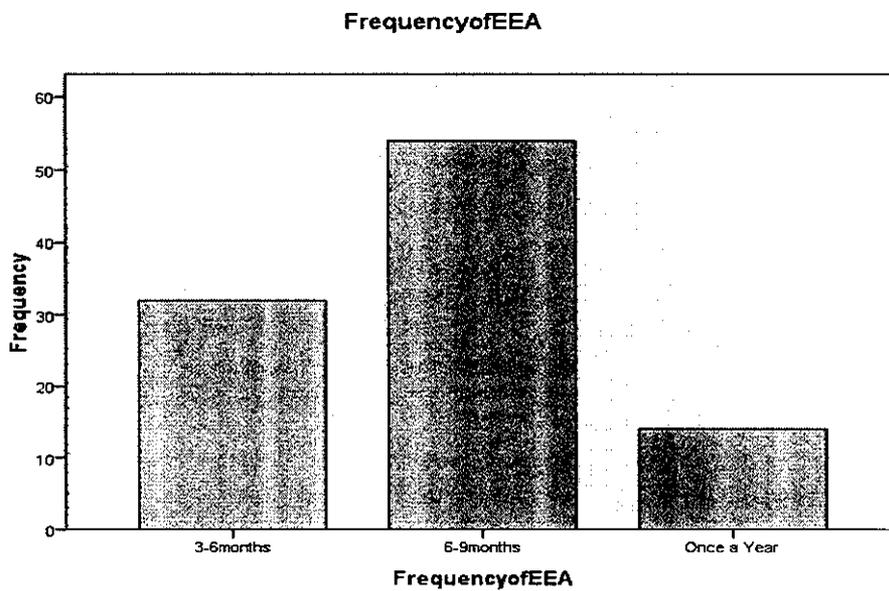
Table3.7

Table 3.7 represents the satisfaction level of Employee Engagement Activities

Description	Frequency	Percent
Highly Satisfied	18	18.0
Satisfied	60	60.0
Neither satisfied nor Dissatisfied	16	16.0
Highly Dissatisfied	6	6.0
Total	100	100.0

Interpretation

Table 3.7 shows that 60% of the respondents are satisfied with the EEA conducted by their organization, 18% of them are Highly Satisfied, 16 % of them are neither satisfied nor dissatisfied and 6% of them are Highly dissatisfied with the EEA conducted by their organization.

This shows the efforts taken by the organization to engage their employees in a better way.

SatisfactionofEEA
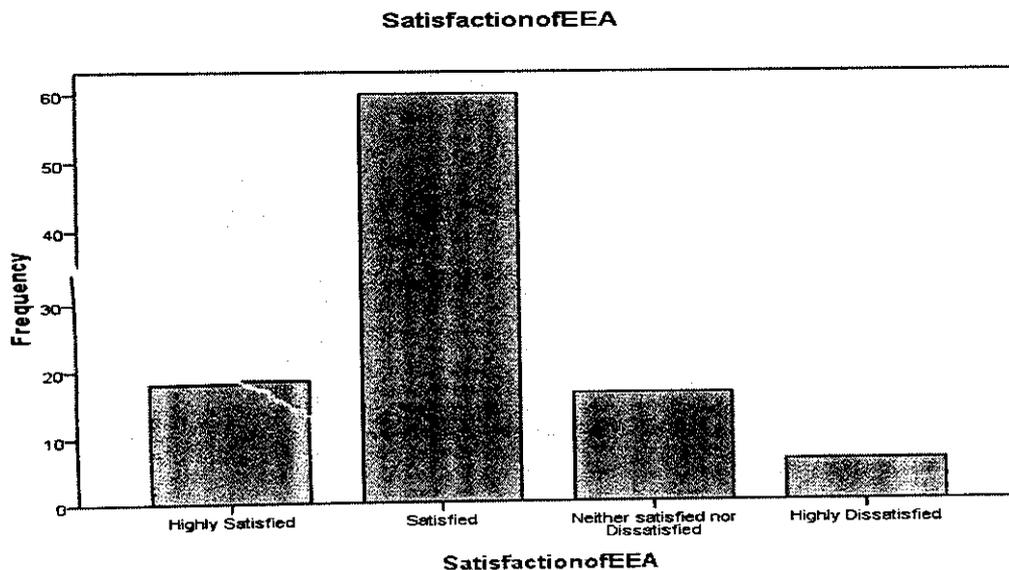
Table 3.8

Table 3.8 represents the Types of Employee Engagement Activities

Description	Frequency	Percent
Regular technical and soft skill updates	12	12.0
Conducting sports events regularly	31	31.0
Regular rewards and recognition program	38	38.0
Celebrating Annual day function	9	9.0
Functions involving Family members	10	10.0
Total	100	100.0

Interpretation

Table 3.8 shows, 38% of the respondents have said that Regular rewards and recognition programmes are conducting by the organization, 31% of them said conducting sports events regularly, 12% of them said that regular technical and soft skill updates, 10% of them said that functions involving family members and 9% of them said that the organization is celebrating Annual day function.

It is inferred that organization is conducting various types of employee engagement activities to keep the employees engaged and to retain them in every possible way.

TypeofEEA

20
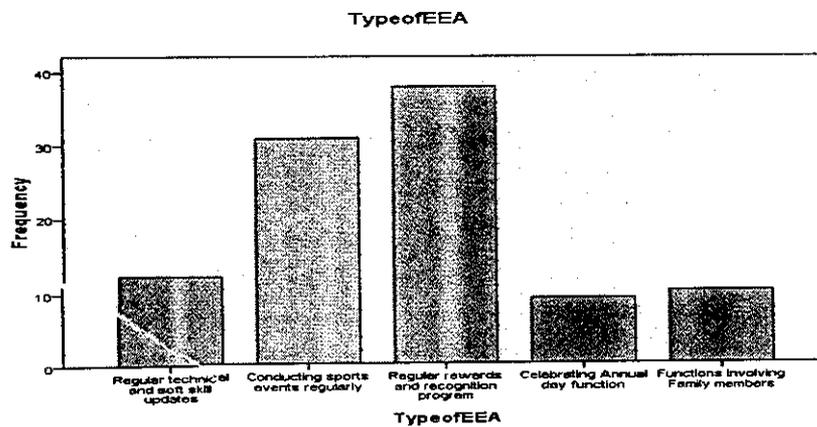
Table 3.9

Table 3.9 represents the respondents chance to participate in the Employee engagement activities

Description	Frequency	Percent
Yes	68	68.0
No	32	32.0
Total	100	100.0

Interpretation

Table 3.9 shows that 68% of the respondents are getting their chance to participate in employee engagement activities conducted by the organization and 32% of them are not getting their chance to participate.

This indicates their work load and their involvement towards employee engagement activities.

ChancetoParticipate

ChancetoParticipate
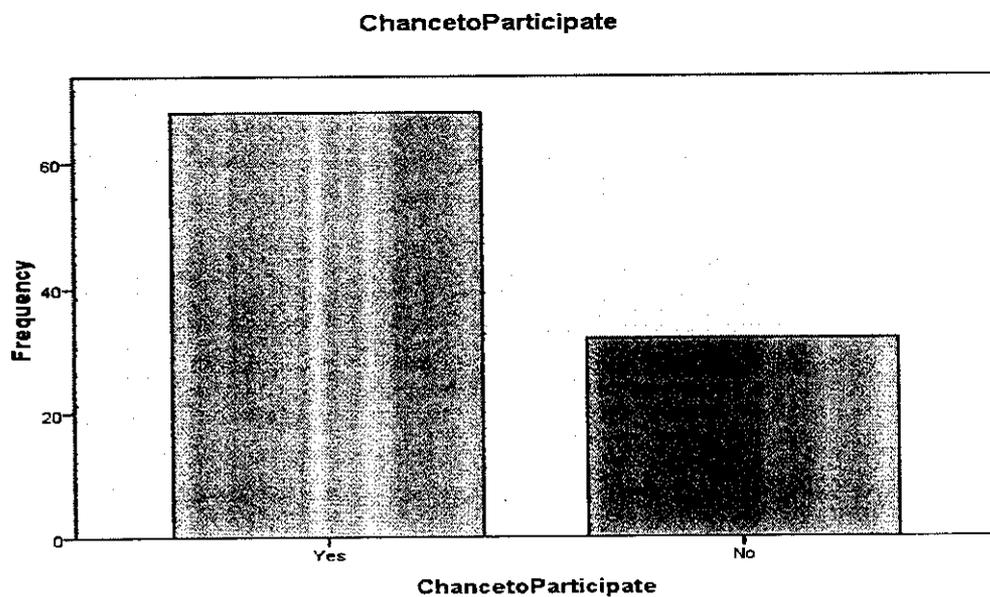
Table3.10

Table 3.10 represents Employee engagement activities improves employee retention

Description	Frequency	Percent
Strongly Agree	29	29.0
Agree	47	47.0
Neither Agree nor Disagree	24	24.0
Total	100	100.0

Interpretation

Table 3.10 shows, 47% of the employees Agreed that employee engagement activities improves employee retention, 29% of them strongly agreed and 24% of them neither agree nor disagree.

It is inferred that maximum number of employees believes that the organization can reduce attrition by the way of conducting employee engagement activities.

EEAimprovesretention

EEAimprovesretention
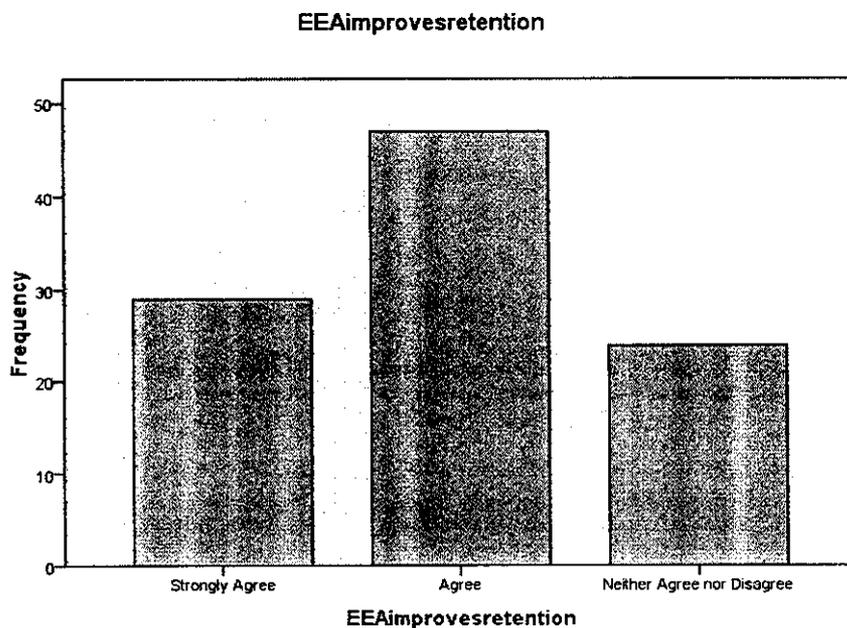
Table 3.11

Table 3.11 represents the satisfaction level of motivational programmes

Description	Frequency	Percent
Highly Satisfied	32	32.0
Satisfied	54	54.0
Neither Satisfied nor Dissatisfied	14	14.0
Total	100	100.0

Interpretation

Table 3.11 shows that 54% of the respondents are satisfied with the motivational programmes conducted by their organization, 32% of them are highly satisfied and 14% of them are neither satisfied nor dissatisfied.

MotivationalPrograms

MotivationalPrograms
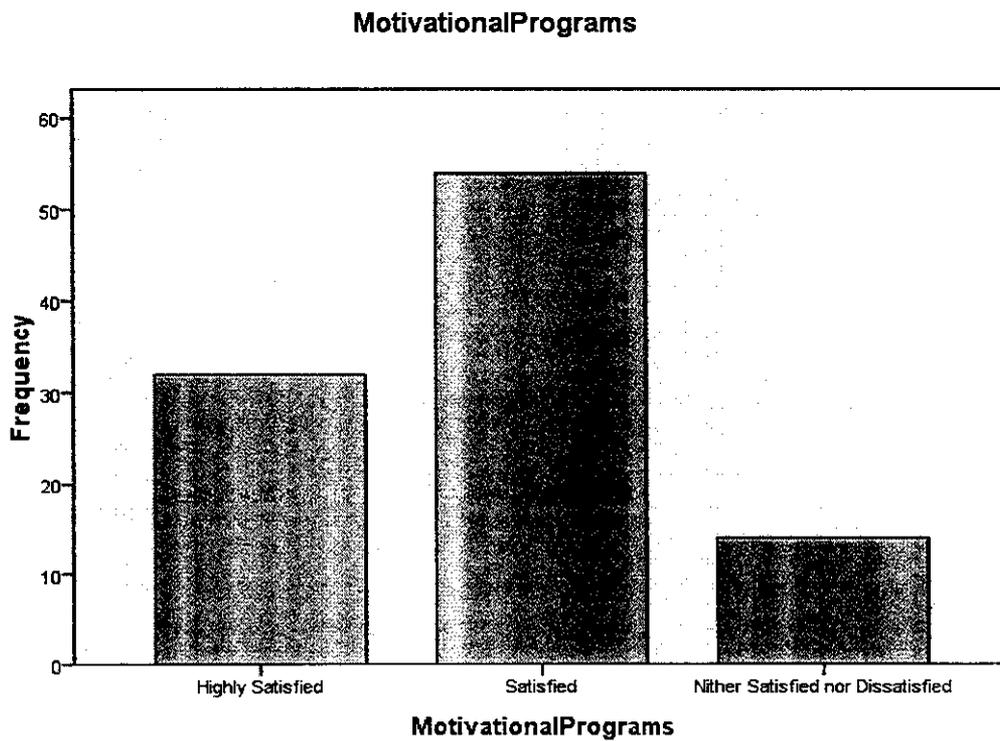
Table 3.12

Table 3.12 represents over-time work of employees based on need.

Description	Frequency	Percent
Yes	56	56.0
No	44	44.0
Total	100	100.0

Interpretation

Table 3.12 shows that 56% of the respondents are working over-time only based on need and 44% of them are not working based on need.

It is found that the working hours for executives and labors would differ. Hence they will work according to their work load.
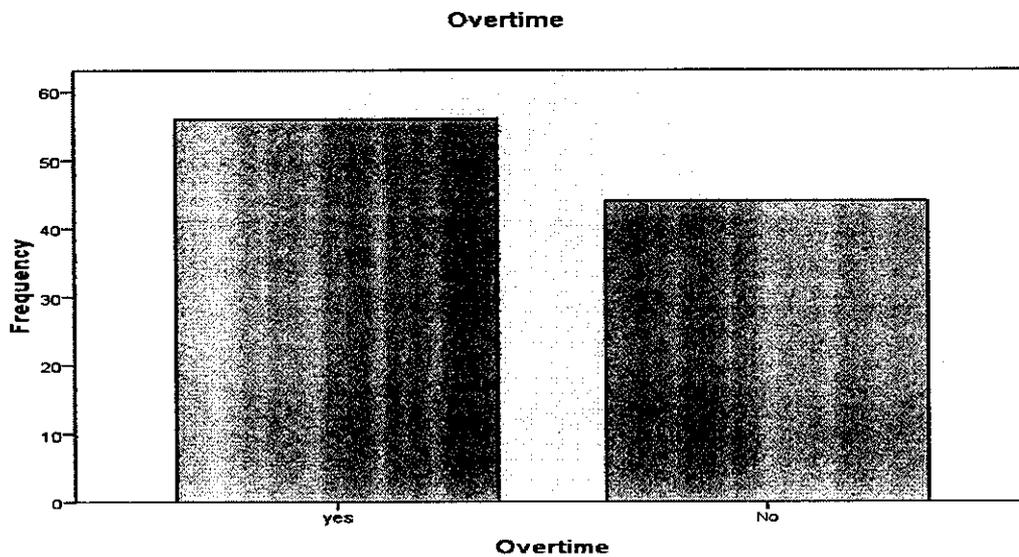
Overtime

Table 3.13

Table 3.13 represents over-time work has an effect on employee work-life balance

Description	Frequency	Percent
Yes	88	88.0
No	12	12.0
Total	100	100.0

Interpretation

Table 3.13 shows 88% of the respondents told that working over-time has an effect on employee work-life balance and 12% of them told working over-time does not have an effect on work-life balance.

It is inferred that over-time work will affect the employee's personal life as well as performance at their workplace to heavy work pressure.

OvertimeeffectonWorklifebalance

OvertimeeffectonWorklifebalance
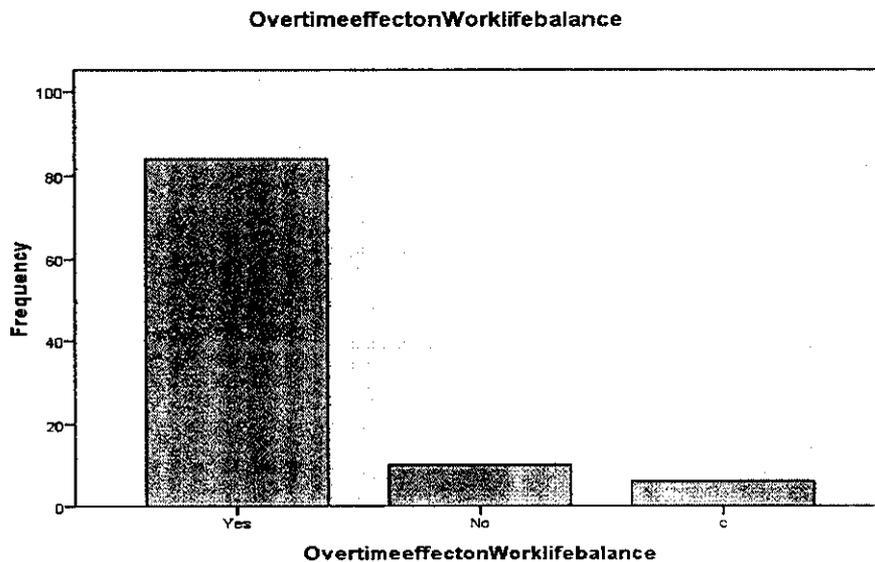
Table 3.14

Table 3.14 represents the extent to which working over-time affects employee work-life balance

Description	Frequency	Percent
To a very large extent	29	29.0
large extent	54	54.0
Minimal	17	17.0
Total	100	100.0

Interpretation

Table 3.14 shows 54% of the respondent said that working over-time affects employee work-life balance to a large extent, 29% of them told that it will affect to a very large extent and 17% of them said it would affect to a minimal extent

It is inferred that the imbalance of work-life affect both workplace performance and personal life.

overtimeaffectsWLbalance

overtimeaffectsWLbalance

26
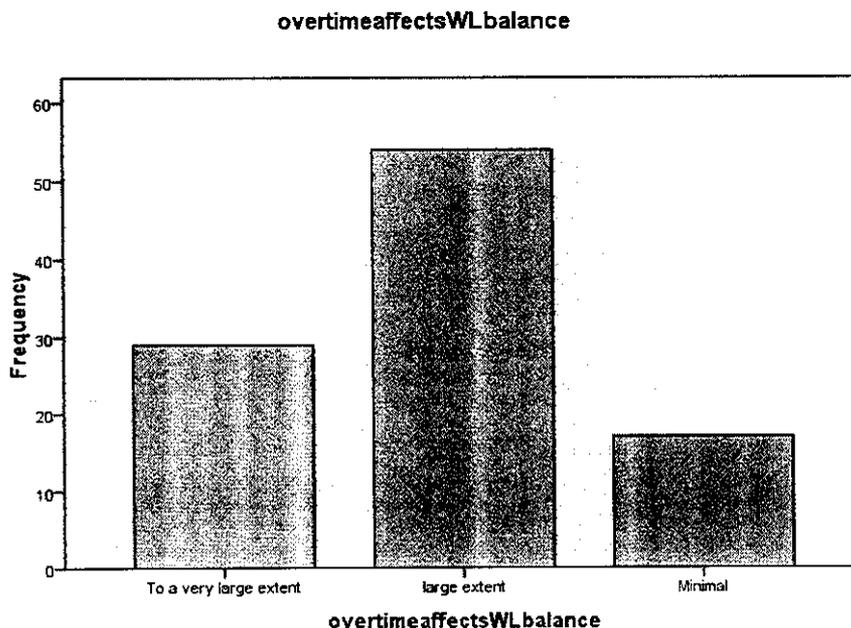
Table 3.15

Table 3.15 represents the sufficient opportunities provided by the organization to the employees to give their best

Description	Frequency	Percent
Always true	34	34.0
Mostly true	56	56.0
rarely true	10	10.0
Total	100	100.0

Interpretation

Table 3.15 shows 56% of the respondents said that they are mostly provided with the opportunities to give their best at work, 34% of them told that are always been provided with the opportunities and 10% of them said that they are rarely provided with the opportunities.

opportunitiestogiveyourbest

opportunitiestogiveyourbest
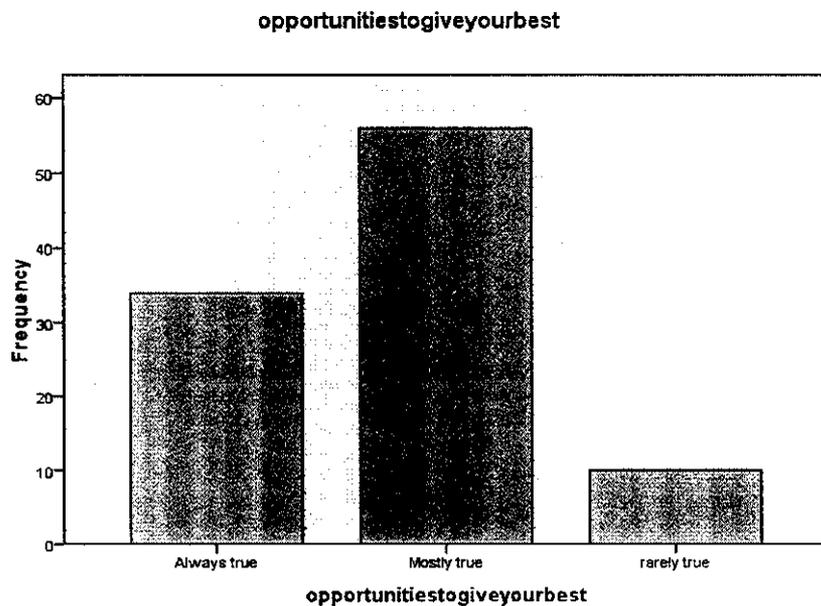
Table 3.16

Table 3.16 represents the required materials given to the employees

Description	Frequency	Percent
Strongly Agree	33	33.0
Agree	47	47.0
Neither Agree nor Disagree	20	20.0
Total	100	100.0

Interpretation

Table 3.16 shows 47% of the respondents agreed that they are provided with the required materials by the organization, 33% of them were strongly agreed and 20% of them were neither agreed nor disagreed. The required materials would help the employees to do their job effectively.

RequiredMaterials

RequiredMaterials
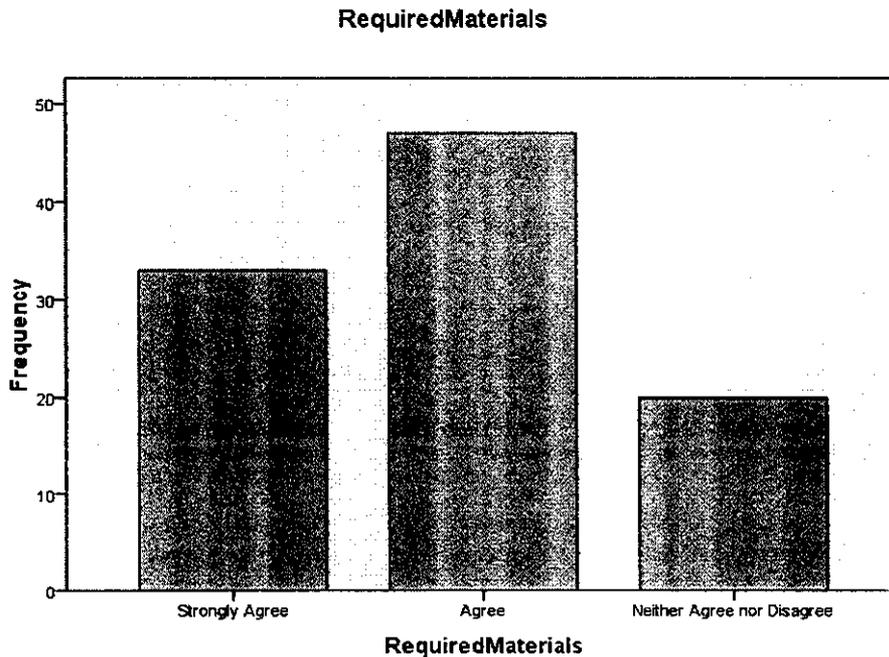
Table 3.17

Table 3.17 represents the amount of support and guidance receive from their manager

Dissatisfied	Frequency	Percent
Highly satisfied	18	18.0
Satisfied	68	68.0
neither Satisfied nor Dissatisfied	14	14.0
Total	100	100.0

Interpretation

Table 3.17 shows that 68% of the respondents are satisfied with the amount of support and guidance given by their manager, 18% of them are highly satisfied and 14% of them are neither satisfied nor dissatisfied.

It is inferred that Manager's support and guidance motivates the employees to perform better at their workplace and that helps the organization to improve employee retention.

SupportandGuidance

SupportandGuidance
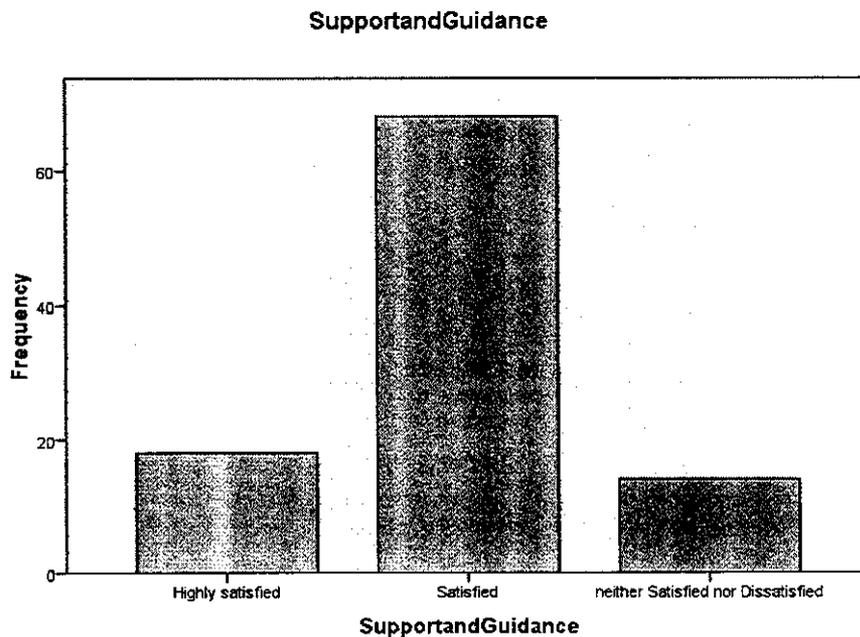
Table 3.18

Table 3.18 represents the opportunities for personal growth and career development

Description	Frequency	Percent
Strongly Agree	35	35.0
Agree	35	35.0
Neither Agree nor Disagree	30	30.0
Total	100	100.0

Interpretation

Table 3.18 shows that 35% of the respondents are strongly agreeing that they are having opportunities for personal growth and career, 35% of them agreed and 30% of them were neither agreed nor disagreed.

It is inferred that Opportunities for personal growth and career development help the employees to give their best at the workplace and it helps the organization to reduce attrition.

PersonalgrowthCareerdevelopment

PersonalgrowthCareerdevelopment
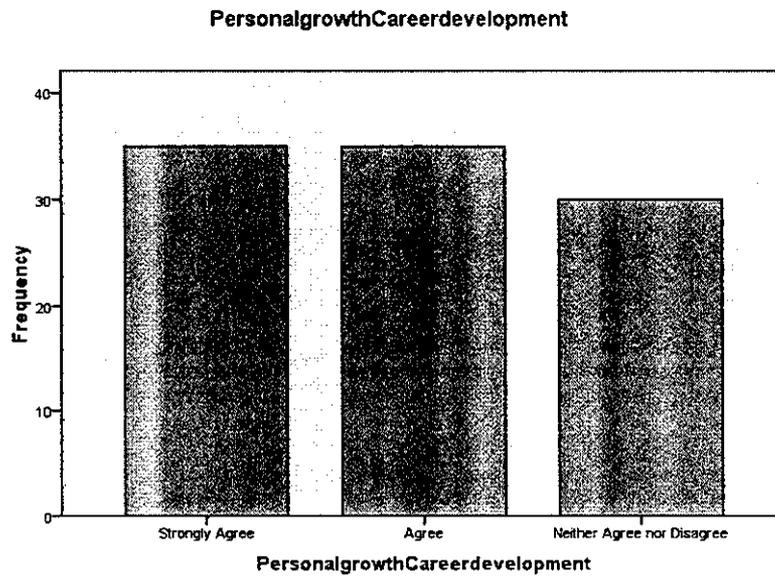
Table 3.19

Table 3.19 represents the frequent chance given to improve skill and job knowledge

Description	Frequency	Percent
Strongly Agree	20	20.0
Agree	62	62.0
Neither Agree nor Disagree	18	18.0
Total	100	100.0

Interpretation

Table 3.19 shows 62% of the respondents agreed that they are been provided frequent chance to improve skill and job knowledge, 20% of them strongly agreed and 18% of them neither agreed nor disagreed.

It is inferred that skill and job knowledge improves the productivity.

Improveskillandjobknowledge

Improveskillandjobknowledge

31
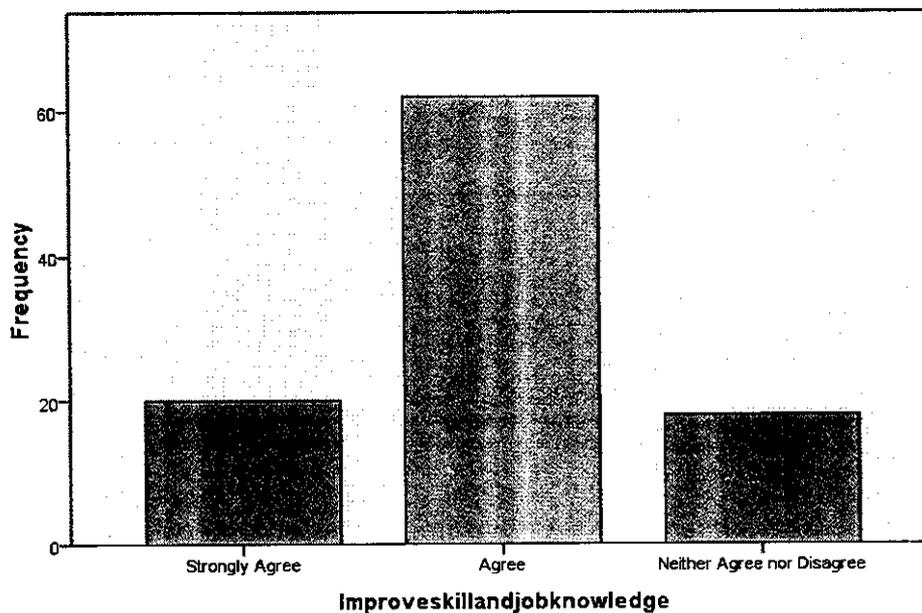
Table 3.20

Table 3.20 represents compensation linked to the performance

Description	Frequency	Percent
Strongly Agree	49	49.0
Agree	33	33.0
Neither Agree nor Disagree	18	18.0
Total	100	100.0

Interpretation

Table 3.20 shows that 49% of the respondents strongly agreed that their compensation linked with their performance, 33% of them agreed and 18% of the respondents neither agreed nor disagreed.

It is inferred that Compensation must associate with the performance of the employee because they have to be paid for their level of commitment towards their job.

Compensation
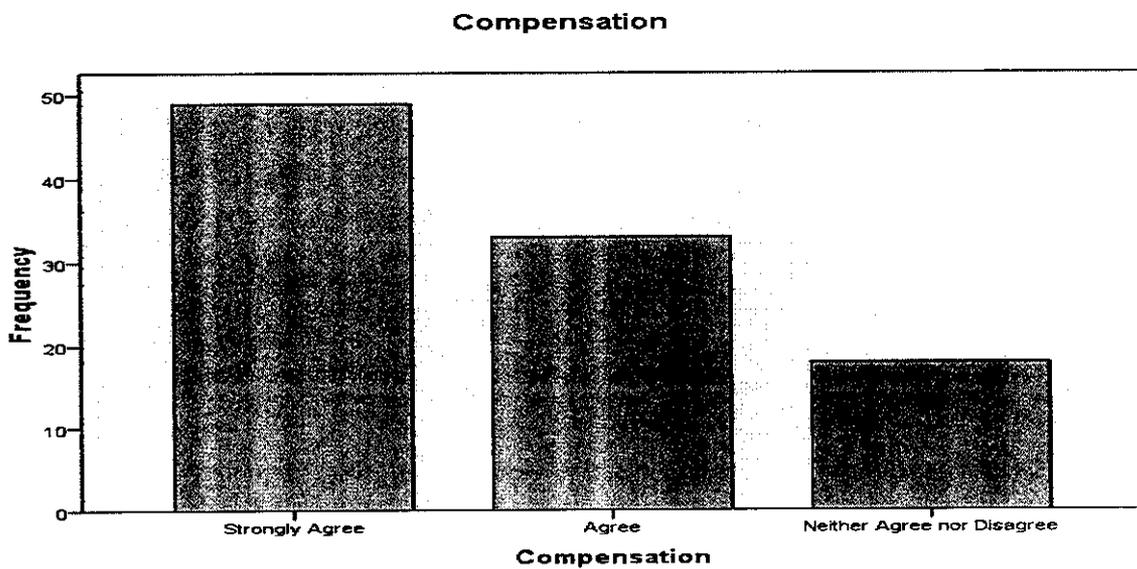
Table 3.21

Table 3.21 represents the rewards and recognition practice followed by the organization

Description	Frequency	Percent
Strongly Agree	47	47.0
Agree	39	39.0
Neither Agree nor Disagree	14	14.0
Total	100	100.0

Interpretation

Table 3.21 shows that 47% of the respondents strongly agreed for the rewards and recognition practice followed by their organization, 39% of them agreed and 14% of them neither agreed nor disagreed.

It is inferred that Rewards and Recognition plays a major role in terms of employee retention. It is considered to be one of the most important employee engagement activities in the organization.

RewardandRecognition

RewardandRecognition
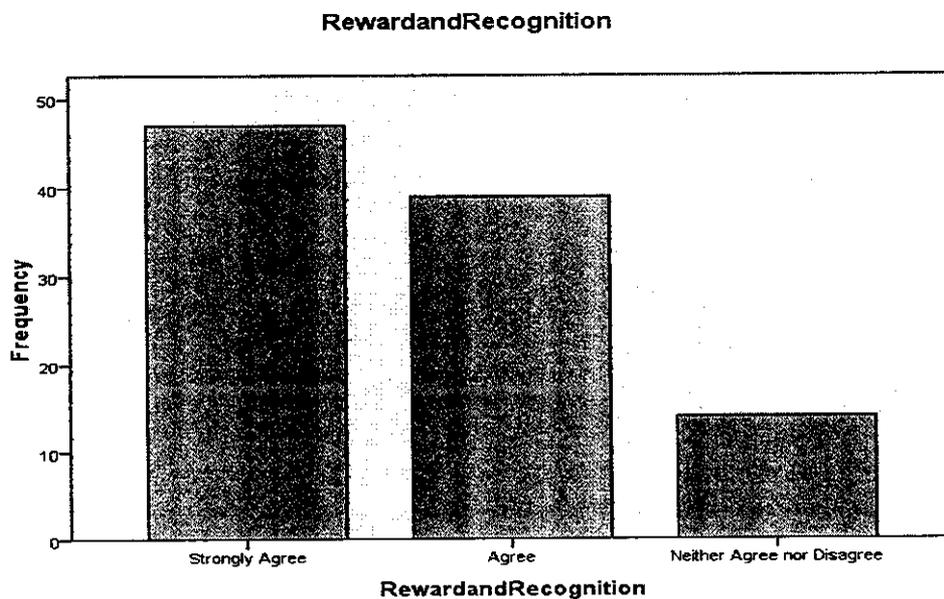
Table 3.22

Table 3.22 represents awareness of retention efforts taken by the organization

Description	Frequency	Percent
yes	94	94.0
No	6	6.0
Total	100	100.0

Interpretation

Table 3.22 shows that 94% of the respondents are aware of retention efforts taken by the organization and 6% of them are not aware of the retention efforts taken by the organization.

This denotes the level of involvement of an employee in their workplace and also the efforts taken by the organization to overcome attrition.

RetentionEfforts

RetentionEfforts
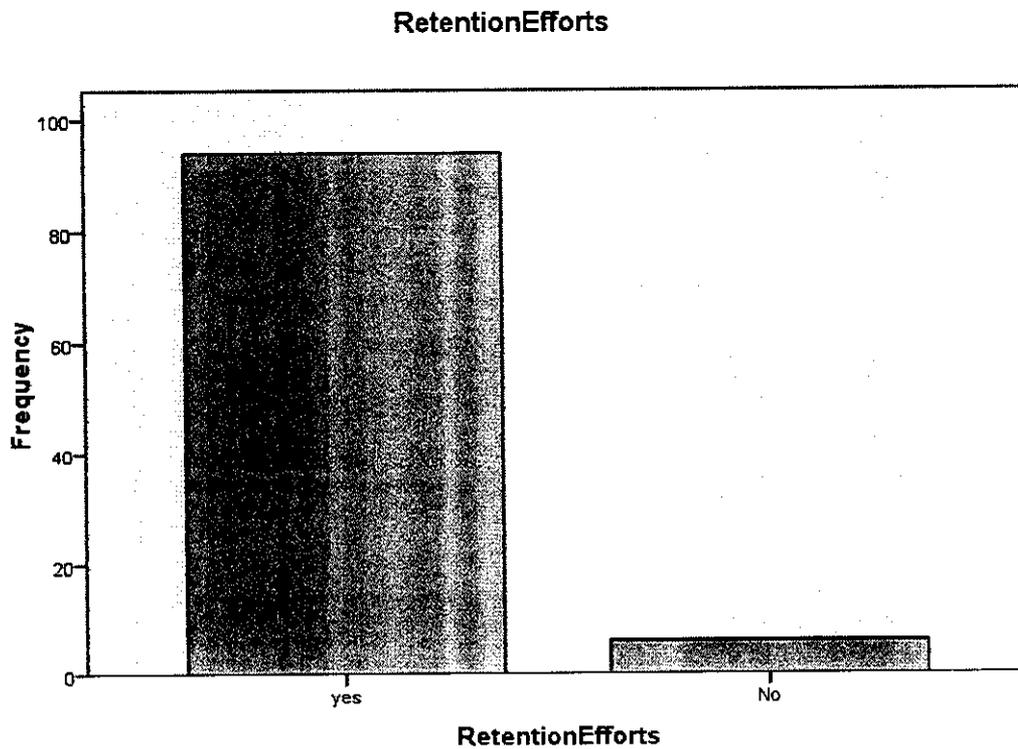
Table3.23

Table 3.23 represents the factors of attrition

Description	Frequency	Percent
Compensation and Benefits	45	45.0
Work-life balance	7	7.0
Superior's attitude	28	28.0
Career Growth	6	6.0
Organizational culture	14	14.0
Total	100	100.0

Interpretation

Table 3.23 shows 45% of the respondents said that compensation and benefits are the factors of attrition rate, 28% of them said as superior's attitude, 14% of them told it's because of organizational culture, 7% of them said as work-life balance and 6% of them told it's because of career growth.

AttritionRateFactors

AttritionRateFactors
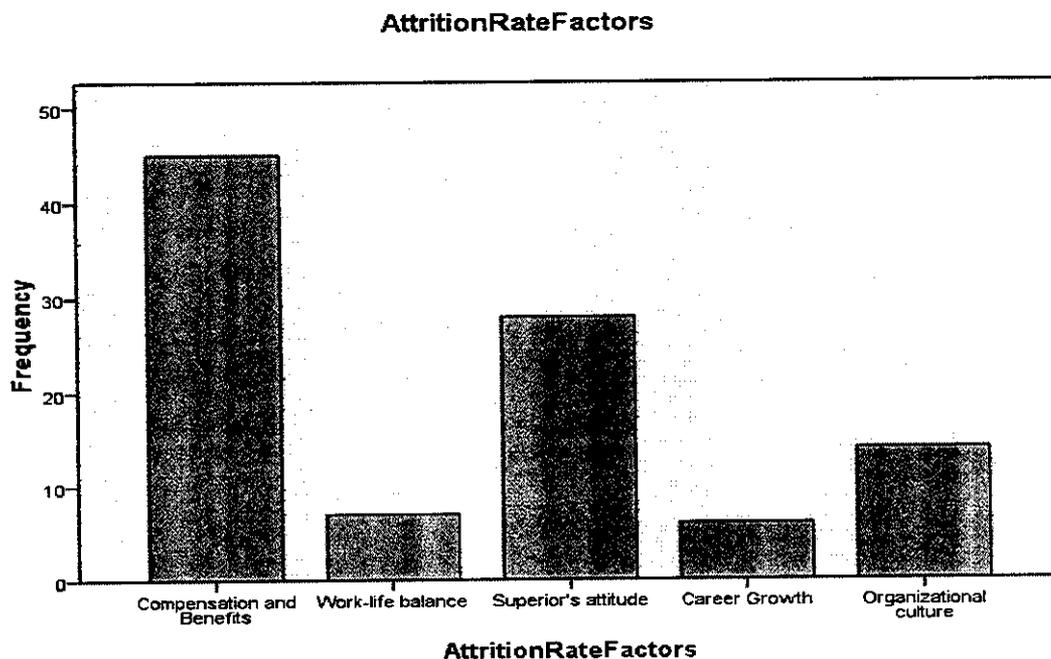
Table 3.24

Table 3.24 represents the leave benefit provided by the company

Description	Frequency	Percent
Highly Satisfied	44	44.0
Satisfied	36	36.0
Neither Satisfied nor Dissatisfied	2	2.0
N/A	18	18.0
Total	100	100.0

Interpretation

Table 3.24 shows that 44% of the respondents are highly satisfied with the leave benefit given by the company, 36% of them are satisfied, 18% of them haven't experienced the leave benefit and 2% of them are neither satisfied nor dissatisfied by the leave benefit.

LeaveBenefit
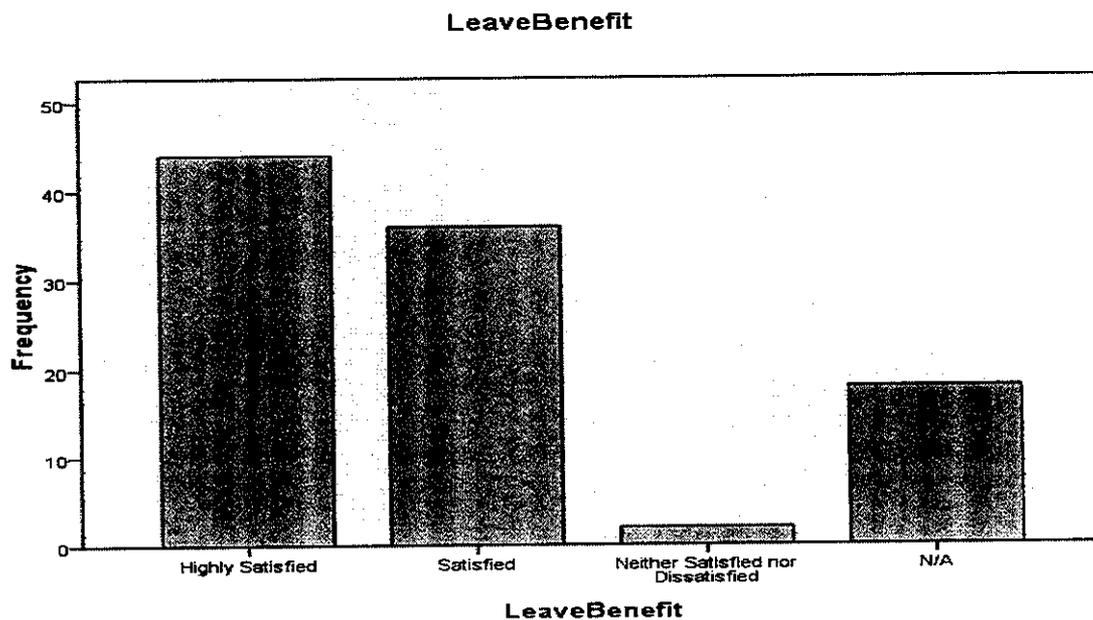
Table 3.25

Table 3.25 represents medical plan given by the company

Description	Frequency	Percent
Highly Satisfied	24	24.0
Satisfied	40	40.0
Neither Satisfied nor Dissatisfied	2	2.0
N/A	34	34.0
Total	100	100.0

Interpretation

Table 3.25 shows that 44% of the respondents haven't get the medical allowance providing by their organization, 40% are satisfied, 24% of them are highly satisfied and 2% of them are neither satisfied nor dissatisfied by the leave benefit.

MedicalPlan

MedicalPlan
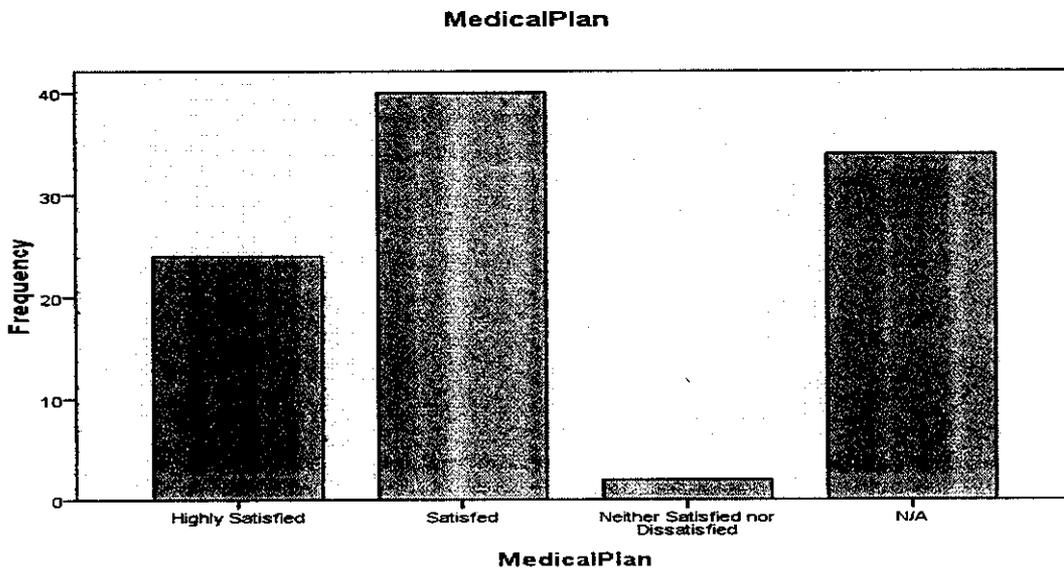
Table 3.26

Table 3.26 represents the educational assistance provided by the organization

Description	Frequency	Percent
Highly Satisfied	4	4.0
Satisfied	24	24.0
Neither Satisfied nor Dissatisfied	16	16.0
N/A	56	56.0
Total	100	100.0

Interpretation

Table 3.26 shows that 56% of the respondents haven't get the educational assistance providing by their organization, 24% are satisfied, 16% of them are neither satisfied nor dissatisfied and 4% of them are highly satisfied by the educational assistance.

EducationalAssistance

EducationalAssistance
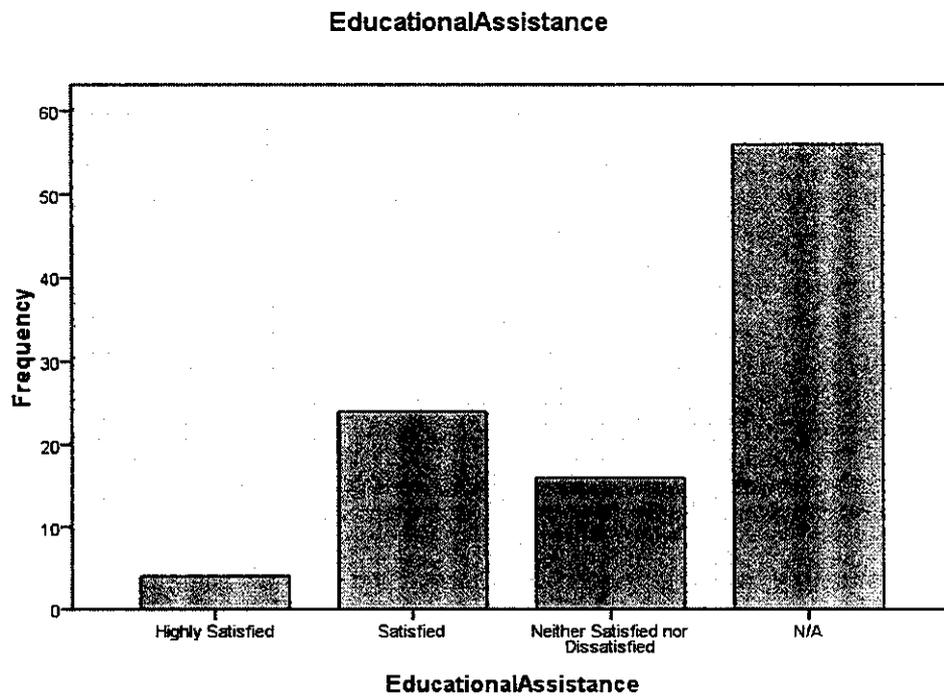
Table 3.27

Table 3.27 represents the reimbursement plan provided by the organization

Description	Frequency	Percent
Highly Satisfied	13	13.0
Satisfied	32	32.0
Neither Satisfied nor Dissatisfied	27	27.0
Dissatisfied	4	4.0
N/A	24	24.0
Total	100	100.0

Interpretation

Table 3.27 shows that 32% are satisfied with the reimbursement plan given by the organization, 27% of them are neither satisfied nor dissatisfied, 24% of the respondents haven't get the reimbursement plan providing by their organization, 13% of them are highly satisfied and 4% of them are dissatisfied by the reimbursement plan provided by the organization.

Reimbursement plan
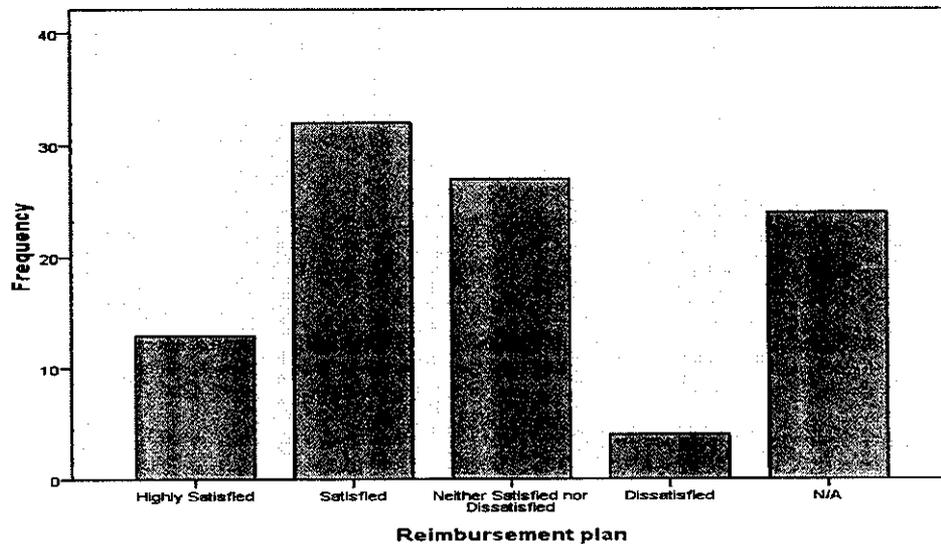
CHI-SQUARE

In testing for differences in relationships among nominally scaled variables, chi-square statistic comes in handy. The null hypothesis would be set to state that there is no significant relationship between two variables. The chi-square statistic is associated with the degree of freedom (df) which denotes whether or not a significant relationship exists between two nominal variables.

Tabulated value > Calculated value: There is no significance difference between two variables

Tabulated value < Calculated value: There is some significance difference between two variables

TABLE 3.28

Table 3.28 represents the association of satisfaction level of employee engagement activities and types of employee engagement activities conducted in HMIL

Satisfaction level of employee engagement activities		Types of employee engagement activities					Total
		Regular technical and soft skill updates	Conductin g sports events regularly	Regular rewards and recogniti on program	Celebrati ng Annual day function	Function s involvin g Family member s	
	Highly Satisfied	0	9	0	9	0	18
	Satisfied	12	16	22	0	10	60
	Neither satisfied nor Dissatisfied	0	0	16	0	0	16
	Highly Dissatisfied	0	6	0	0	0	6
	Total	12	31	38	9	10	100

Interpretation

Level of significance 5%

From the table 3.28 it is inferred that 60% of the respondents are satisfied with the EEA conducted by their organization, 18% of them are Highly Satisfied, 16 % of them are Neither satisfied nor dissatisfied and 6% of them are Highly dissatisfied with the EEA conducted by their organization.

The calculated value is 3.51 and the tabulated value 21.0 for the degrees of freedom 12. Hence the calculated value is less than the tabulated value. Hence there is no significance difference between the satisfaction level of employee engagement activities and types of employee engagement activities. Null hypothesis is accepted.

TABLE 3.29

Table 3.29 represents the association between the opportunities for personal growth and career development and frequent chances given to the employees to improve skill and job knowledge.

Personal growth and Career development		Improve skill and job knowledge			
		Strongly Agree	Agree	Neither Agree nor Disagree	Total
	Strongly Agree	20	15	0	35
	Agree	0	35	0	35
	Neither Agree nor Disagree	0	12	18	30
Total		20	62	18	100

41

Interpretation

Level of significance 5%

It is inferred that 35% of the respondents are strongly agreeing that they are having opportunities for personal growth and career, 35% of them agreed and 30% of them were neither agreed nor disagreed.

The calculated value is 7.57 and the tabulated value is 9.49 for the degrees of freedom 4. Hence the calculated value is less than the tabulated value. Hence there is no significance difference between the opportunities given to the employee personal growth and career development and frequent chances given to improve skill and job knowledge. Null hypothesis is accepted.

TABLE 3.30

Table 3.30 represents the association of types of employee engagement activities conducted by the organization and chance for the employees to participate in all the activities

Types of employee engagement activities		Chance to Participate		Total
		Yes	No	
	Regular technical and soft skill updates	12	0	12
	Conducting sports events regularly	19	12	31
	Regular rewards and recognition program	18	20	38
	Celebrating Annual day function	9	0	9
	Functions involving Family members	10	0	10
Total		68	32	100

Interpretation

Level of significance 5%

It is inferred that 38% of the respondents have said that Regular rewards and recognition programmes are conducting by the organization, 31% of them said conducting sports events regularly, 12% of them said that regular technical and soft skill updates, 10% of them said that functions involving family members and 9% of them said that the organization is celebrating Annual day function.

The calculated value is 1.98 and the tabulated value is 11.1 for the degrees of freedom 5. Hence the calculated value is less than the tabulated value. Hence there is no significance difference between the type of employee engagement activities and chance for employees to participate in all the activities. Null hypothesis is accepted.

TABLE 3.31

Table 3.31 represents the association between employees work over-time based on need and the extent to which working over-time affects employee work-life balance.

Overtime		Overtime affects Work-life balance			Total
		To a very large extent	large extent	Minimal	
	yes	5	51	0	56
	No	24	3	17	44
Total		29	54	17	100

Interpretation

Level of significance 5%

It is inferred that 56% of the respondents are working over-time only based on need and 44% of them are not working based on need. The working hours for executives and labors would differ. Hence they will work according to their work load.

The calculated value is 12.95 and the tabulated value is 5.99 for the degrees of freedom 2. Hence the calculated value is more than the tabulated value. Hence there is significance difference between working over-time based on need and working over-time affects employee work-life balance. Therefore Null hypothesis is rejected.

TABLE 3.32

WEIGHTED AVERAGE METHOD

S.No	Factors	Values	Rank
1	Employee Engagement Activity improves retention	2.7	4
2	Required materials given to do the job effectively	2.75	3
3	Opportunities for personal growth and Career development	2.7	4
4	Frequent chances given to improve skill and job knowledge	2.68	5
5	Compensation linked to performance	2.87	2
6	Reward & Recognition practices in HMIL are motivating factors for employee engagement	2.88	1

Interpretation

> The Reward and Recognition are considered to be the leading aspect of employee motivational factor. It is found that Reward and recognition helps the employees to engage in their workplace.

> The maximum number of employees agreed that they are getting enough compensation and that linked to their performance.

> As the next, materials given to the employees are considered to be the necessary factor. Required materials given to the employees to do their job effectively.

> Employees are getting opportunities for personal growth and career development as well as it is found that employees of HMIL agreed that employee engagement activities help to improve employee retention.

> Improve employees' skills and job knowledge helps to increase the productivity.

FINDINGS, SUGGESTIONS & CONCLUSION

CHAPTER 4

FINDINGS

> It is inferred that 38% of the respondents are between the age group of 26-30 years.

> It is found that 89% are Male respondents and 11% are Female respondents. The organizations are concentrating on the recruitment of the male candidates because they are fit enough to work in shop floor and also in rotational shifts than female employees.

> It is found that 42% of the respondents are single and 58% are married.

> It is inferred that 43% of the respondents are postgraduates, 42% of them are Engineer. The organization is required number of engineering graduates and Post Graduates because they are good in technical skills and know how to handle automotive parts.

> It is found that 49% of the employees have the work experience from 3-6 years

> It is found that 54% of the respondents said that employee engagement activities are being conducted for 6-9 months, 32% of them told that EEA are conducted once in 3-6 months and 14% of them said that EEA are conducted only once in a year. This indicates that the 14% of the employees are not very much aware of EEA conducting by the organization.

> It is inferred that 60% of the respondents are satisfied with the EEA conducted by their organization. This shows the efforts taken by the organization to engage their employees in a better way

> It is found that 38% of the respondents have said that Regular rewards and recognition programmes are conducting by the organization. Organization is conducting various types of employee engagement activities to keep the employees engaged and to retain them in every possible way.

➢ It is found that 68% of the respondents are getting their chance to participate in employee engagement activities conducted by the organization. This indicates their work load and their involvement towards employee engagement activities.

➢ 47% of the employees Agreed that employee engagement activities improves employee retention. Maximum number of employees believes that the organization can reduce attrition by the way of conducting employee engagement activities.

➢ It is found that 54% of the respondents are satisfied with the motivational programmes conducted by their organization.

➢ It is found that 56% of the respondents are working over-time only based on need. The working hours for executives and labors would differ. Hence they will work according to their work load.

➢ 88% of the respondents told that working over-time has an effect on employee work-life balance. Over-time work will affect the employee's personal life as well as performance at their workplace to heavy work pressure.

➢ 54% of the respondent said that working over-time affects employee work-life balance to a large extent. Because the imbalance of work-life affect both workplace performance and personal life.

➢ 56% of the respondents said that they are mostly provided with the opportunities to give their best at work.

➢ 47% of the respondents agreed that they are provided with the required materials by the organization. The required materials would help the employees to do their job effectively.

➤ It is found that 68% of the respondents are satisfied with the amount of support and guidance given by their manager. Manager's support and guidance motivates the employees to perform better at their workplace and that helps the organization to improve employee retention.

➤ 35% of the respondents are strongly agreeing that they are having opportunities for personal growth and career. Opportunities for personal growth and career development help the employees to give their best at the workplace and it helps the organization to reduce attrition.

➤ 62% of the respondents agreed that they are been provided frequent chance to improve skill and job knowledge. . Skill and job knowledge improves the productivity.

➤ 49% of the respondents strongly agreed that their compensation including other rewards and incentives linked with their performance. It is found that compensation + rewards motivate the employees to achieve the organizational goal as well as individual goal.

➤ It is found that 47% of the respondents strongly agreed for the rewards and recognition practice followed by their organization. Rewards and Recognition plays a major role in terms of employee retention. It is considered to be one of the most important employee engagement activities in the organization.

➤ It is inferred that 94% of the respondents are aware of retention efforts taken by the organization. This denotes the level of involvement of an employee in their workplace and also the efforts taken by the organization to overcome attrition.

➤ 45% of the respondents said that compensation and benefits are the factors of attrition rate.

➤ 44% of the respondents are highly satisfied with the leave benefit given by the company, 44% of the respondents haven't get the medical allowance providing by their organization, 56% of the respondents haven't get the educational assistance providing by their organization and 32% are satisfied with the reimbursement plan given by the organization.

➤ Attrition results in loss of productivity due to inadequate manpower.

➤ Recruitment of new employees is an additional cost for the organization.

SUGGESTION

➤ The management can arrange for more employee engagement activities such as
- Fun activities
- Weekend programmes
- Family tours
- Frequent interaction between the top level management and employees
- Regular medical check-up for the employees
- Regular counseling for employees and their family members
- Festival celebrations
- Birthday celebration, etc.,

➤ The organization can also involve in the social related activities like,
- CSR activities
- Employees visit to orphanages and villages
- Tree plantations
- Creating awareness among public regarding global warming
- They can organize blood donation camp inside the organization/outside the organization, etc.,

➤ Regular reward and recognition programmes improve retention.

49

- Senior managers must give their support and guidance to the employees without any partiality.
- Over-time work can be avoided to increase work-life balance of employees.
- Regular motivational programs in terms of wok-life balance, financial management must be provided by the organization.
- Activities can also be included in technical training sessions. This creates more involvement and interest for the employees for learning the new concepts.
- Company can go for cost assessment study due to attrition.

CONCLUSION

Employee engagement activities are rapidly gaining popularity, use and importance in the workplace and impacts organizations in many ways. From this study it is apparently shown that employee engagement activities most important factor for employee retention. At the time of this research, the Foundation Day programmes were underwent in HMIL. Employees were shown their involvement and interest to participate all the events conducted by the Employee Relation department of HMIL. Therefore employee engagement activities should be a continuous process of learning, improvement, measurement and action in this organization. Raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor.

ANNEXURE

A study on Effectiveness of Employee Engagement Activities

in Hyundai Motors India Limited, Chennai

Dear Sir/Madam, I wish to introduce myself as J.Sreenithi, a Second year MBA Student of Kumaraguru College of Technology- Business School, Coimbatore, Specializing in Human Resources. As part of my academic research I am studying the Effectiveness of Employee Engagement Activities in Hyundai Motors India Limited. I request you to kindly answer the following questionnaire to help me achieve my research objectives.

I. Personal Information

Name (Optional):

Designation   :

Department   :

---

1. Age

    (A)20- 25 yrs   (B) 26-30yrs   (C) 31-35yrs   (D) 36-40yrs   (E) Above 40 yrs

2. Gender

    (A) Male   (B) Female

3. Marital Status

    (A) Single   (B) Married

4. Qualification

    (A) Diploma   (B) Engineer (C) Under Graduate   (D) Post Graduate   (E) Others

5. Total no of work experience in Hyundai Motors India Limited.

    (A) 0-3yrs   (B)3-6yrs   (C)6-9yrs   (D)9+ yrs

6. State the frequency of employee engagement activities conducted?
    (A) Once in 3months (B) 3-6months   (C) 6-9months   (D) Once a year

7. Are you satisfied with the Employee Engagement activities initiated by your organization?

(A) Highly satisfied   (B) Satisfied (C) Neither satisfied nor dissatisfied

(D) Dissatisfied   (E) Highly dissatisfied

8. Name the type of Employee engagement activity conducted by the organization

(A) Regular technical and soft skill updates

(B) Conducting sports events regularly

(C) Regular rewards and recognition program

(D) Celebrating Annual day function

(E) Functions involving Family members

(F) Others, Specify _____

9. Do you get chance to participate in all the activities scheduled in the events?

(A) Yes   (B) No

10. Do you agree that the employee engagement activity improves employee retention?

(A) Strongly agree   (B) Agree   (C) Neither agree nor disagree

(D) Disagree   (E) Strongly Disagree

11. Are you satisfied with the motivational programs conducted in your organization?

(A) Highly satisfied (B) Satisfied (C)   Neither   satisfied   nor   dissatisfied

(D) Dissatisfied   (E) Highly dissatisfied

12. Do you work over-time only based on need?

(A) Yes   (B) No

   If Yes, How many hours? _____

13. Do you think working over-time has an effect on employee Work-Life balance?

(A) Yes   (B) No

14. To what extent, working over-time affects employee work life balance?

(A) To a very large extent (B) large extent   (C) Minimal (D) very rarely

15. Are you provided sufficient opportunities to give your best at work?
(A) Always true   (B) Mostly true   (C) Rarely true   (D) Not at all true

16. Are you given the required materials to do your job effectively?
(A) Strongly agree   (B) Agree   (C)neither agree nor disagree
(D) Disagree   (E) Strongly Disagree

17. Are you satisfied with the amount of support and guidance you receive from your manager?
(A) Highly satisfied   (B) Satisfied   (C)neither satisfied nor dissatisfie
(D) Dissatisfied   (E) Highly Dissatisfied

18. Do you get opportunities for personal growth and career development?
(A)Strongly agree   (B) Agree   (C) neither agree nor disagree
(D) Disagree   (E) Strongly Disagree

19. Do you agree that frequent chances are given to improve your skill and job knowledge?
(A) Strongly agree   (B) Agree   (C) Neither agree nor disagree
(D) Disagree   (E) Strongly Disagree

20. Do you agree with your compensation linked to your performance?
(A)Strongly agree   (B) Agree   (C) neither agree nor disagree
(D) Disagree   (E) Strongly Disagree

21. The reward and recognition practices followed in your organization are motivating factors for employee engagement.
(A)Strongly agree   (B) Agree   (C) neither agree nor disagree
(D) Disagree   (E) Strongly Disagree

22. Are you aware of the retention efforts taken by your organization?
(A)Yes   (B) No

23. Which of the following factors, according to you contributes to the organization's attrition rate?

(A) Compensation and Benefits

(B) Work-life balance

(C) Superior's attitude

(D) Career growth

(E) Work style and environment

(F) Organization culture

(G) Others, Specify _____·_____

24. Please rate your level of 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	Dissatisfi ed	Highly dissatisfied	N/ A
Leave benefit						
Medical Plan						
Educational Assistance						
Reimbursement plan						

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

_____

_____

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