



**A STUDY ON EMPLOYEE ENGAGEMENT
AT ADITHYA AQUA TECH
SOLUTIONS, COIMBATORE**



A Project Report
Submitted
By

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Under the guidance of

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

of

MASTER OF BUSINESS ADMINISTRATION

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(An autonomous institution affiliated to Anna University, Coimbatore)
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May, 2012



BONAFIDE CERTIFICATE

Certified that this project report titled “A study on Employee engagement at Adithya Aqua Tech Solutions, Coimbatore” is the bonafide work of Miss. Nalini. S, 10MBA032 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.

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Adithya Aqua Tech Solutions

Industrial | Commercial | Domestic | ETP | STP | RO Water Plants



An ISO 9001:2008 Company

Date: 10-05-2012

To whom so ever it may concern

This is to certify that Ms. **Nalini. S**, Roll No **10MBA32**, a student of KCT Business School, Kumaraguru College of Technology, Coimbatore had undergone a Project entitled “**A study on Employee Engagement in Adithya Aqua Tech Solutions, Coimbatore**” between Feb 1, 2012 and May 10, 2012.

She is a sincere, honest, hardworking, dedicated trainee with a professional attitude. She has always been an active participant in the projects and his performance has been above expectation.

Best Regards,

For Adithya Aqua Tech Solutions

Authorized Signatory

DECLARATION

I affirm that the project work titled “A Study on the Employee Engagement at Adithya Aqua Tech Solutions, Coimbatore” being submitted in partial fulfillment for the award of master of business administration is the original work carried out by me. It has not been found the party other project work submitted for award of any degree or diploma, either in this or any other university.

Signature of the Candidate



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I certify that the declaration made above is true

Signature of the Guide



Dr. M. Kirupa Priyadharshini

Associate 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.

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EXECUTIVE SUMMARY

Employee engagement, also called worker engagement, is a business management concept. An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests. According to Scarlett Surveys, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn and perform at work". Thus engagement is distinctively different from employee satisfaction, motivation and organizational culture.

To purpose of the study is to analyze the antecedent and consequences of constructs of employee engagement. To analyze the antecedence and consequence of employee engagement differ across various demographic variable. Test the relationship between variables of Employee Engagement.

The study is limited to number of employees working in the organization. The tools used for analysis were Correlation, Percentage Analysis, One Way Anova, and Mean Levels of variables.

The employees give maximum importance to Organizational Commitment and their Job. Superior should always support the employees to retain the employees for long run in the organization. There should always be frequent interactions between top management and employees. The strategies which are initiated in recent days can be maintained in a proper way to keep employees engaged.

INTRODUCTION

CHAPTER – 1

INTRODUCTION

1.1 INTRODUCTION TO THE STUDY

In recent years, there has been a great deal of interest in employee engagement. Many have claimed that employee engagement predicts employee outcomes, organizational success, and financial performance (e.g. total shareholder return) (Bates, 2004; Baumruk, 2004; Harter et al., 2002; Richman, 2006). At the same time, it has been reported that employee engagement is on the decline and there is a deepening disengagement among employees today (Bates, 2004; Richman, 2006). It has even been reported that the majority of workers today, roughly half of all Americans in the workforce, are not fully engaged or they are disengaged leading to what has been referred to as an “engagement gap” that is costing US businesses \$300 billion a year in lost productivity (Bates, 2004; Johnson, 2004; Kowalski, 2003).

The essence of employee engagement is to provide a positive environment where employees are free to contribute, and desire to contribute, more of their energy, efforts and thought processes in ways that significantly and favorably impact the goals of the organization. It doesn't make sense to treat subordinates poorly and expect them to become intrinsically motivated. However, creating intrinsic motivation requires something different than merely a lack of negative treatment. The key issue becomes one of how to inspire people to provide positive and productive engagement toward their organization.

Negative and oppressive leadership styles have flourished for centuries in the workplace. During the twentieth century, more studies focused on management as a behavioral science and, as a result, better workplace environments gradually evolved. While behavioral science is not exact, we have learned that valuing the talents of subordinates reaps better results. By ensuring that subordinates know we appreciate their thoughts, ideas, skills and knowledge, we communicate a feeling of respect and importance. In doing so, it is not necessary to hand over the reigns of authority or decision-making power. Yet situational leadership theory might indicate that, at times, a

Many employers think if they want positive employee engagement, then all they have to do is pay higher wages. In other words, if an organization wants higher dedication from employees, all it has to do is give workers more money. However, some studies have shown this is not true.

Herzberg's hygiene motivator theory suggests that the absence of certain elements in the workplace will serve to de-motivate employees, but the presence of these same elements does not serve to motivate employees in the workplace. Therefore, Herzberg described particular elements as "hygiene" elements, as opposed to true motivators. These hygiene elements include pay, security, status, peer relationships, subordinate and supervisor relationships, company policy and administration, work conditions, and supervision. In other words, according to Herzberg's theory, the hygiene factors only affect job dissatisfaction but do not improve job satisfaction. These hygiene factors will not create positive motivation or ways to generate positive employee engagement.

Herzberg's theory goes on to name true motivating factors as achievement, recognition, the work itself, responsibility, advancement, and opportunities for growth. These are the factors that lead to extreme job satisfaction. Herzberg argues that a manager's attention must shift away from hygiene factors and towards motivator/satisfier factors.

It is believed that the Herzberg theory of what constitutes "true" motivators not only offers an excellent model to improve productivity, but also that leaders, managers and supervisors can apply this theory to increase employee engagement and commitment. For example, most of us as managers, often fail to give enough recognition to those whose work lead to our own success. If we would do a better job of mentoring, we ultimately provide an opportunity for subordinates to grow in their jobs. To the extent that we delegate well, we offer an increase in responsibility to subordinates. This is very likely to elicit stronger employee engagement. If we can improve upon how well we foster a sense of growth for individuals we lead, we are likely to improve levels of employee commitment. If we can find ways to enrich the jobs of those we lead, we will see more satisfied employees who increase their levels of engagement and contribution.

What happens when we have true employee engagement? Each employee has accepted a specific challenge and responds in a favorable way towards achieving a goal. There is a willingness to help the organization achieve its goals. The organizational goal has also become a personal goal for the engaged employee. This blending of goals is what drives successful outcomes because the employee truly cares about attainment of a favorable result.

If you think of yourself as an engaged employee, what other thoughts or feelings might accompany that? You are focused not only on your task, but also on the task's expected outcomes and measurements. You are attempting to do the "right thing" in order to attain the goal or desired result. It probably feels good that the goal you have is the same one the employer organization desires. If you find there is an obstacle in the way of goal attainment, you know that the organization probably wants to help you overcome the obstacle. So it is "ok" to ask for help. The organization isn't expending energy to find whom to blame, but rather is expending energy to help you succeed. It's a win-win situation.

An individual employee can renew his or her commitment toward becoming a more engaged performer. But it will be difficult to stay "pumped up" for any length of time, if that employee notices that a high level of engagement is not prevalent around him or her. Since employees are probably part of a team--and teams make up an organization isn't it crucial that all employees get truly engaged in their work and stay that way?

If you are an engaged employee, what is the mindset of your immediate supervisor? He or she also must stay focused on win-win outcomes. It isn't in his or her best interest to focus on blame or punishment. Rather, good supervisors are also good coaches. It works this way all throughout the organization.

EMPLOYEE ENGAGEMENT MODELS AND THEORY

Given the limited research on employee engagement, there has been little in the way of model or theory development. However, there are two streams of research that provide models of employee engagement. In his qualitative study on the psychological conditions of personal engagement and disengagement at work, Kahn (1990) interviewed summer camp counselors and organizational members of an architecture firm about their moments of engagement and disengagement at work. Kahn (1990) found that there were three psychological conditions associated with engagement or disengagement at work: meaningfulness, safety, and availability. In other words, workers were more engaged at work in situations that offered them more psychological meaningfulness and psychological safety, and when they were more psychologically available.

In the only study to empirically test Kahn's (1990) model, May et al. (2004) found that meaningfulness, safety, and availability were significantly related to engagement. They also found that job enrichment and role fit were positive predictors of meaningfulness; rewarding co-worker and supportive supervisor relations were positive predictors of safety while adherence to co-worker norms and self-consciousness were negative predictors; and resources available was a positive predictor of psychological availability while participation in outside activities was a negative predictor.

The other model of engagement comes from the burnout literature which describes job engagement as the positive antithesis of burnout noting that burnout involves the erosion of engagement with one's job (Maslach et al., 2001). According to Maslach et al. (2001), six areas of work-life lead to burnout and engagement: workload, control, rewards and recognition, community and social support, perceived fairness, and values. They argue that job engagement is associated with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work. Like burnout, engagement is expected to mediate the link between these six work-life factors and various work outcomes.

Although both Kahn's (1990) and Maslach et al.'s (2001) models indicate the psychological conditions or antecedents that are necessary for engagement, they do not fully explain why individuals will respond to these conditions with varying degrees of

engagement. A stronger theoretical rationale for explaining employee engagement can be found in social exchange theory (SET).

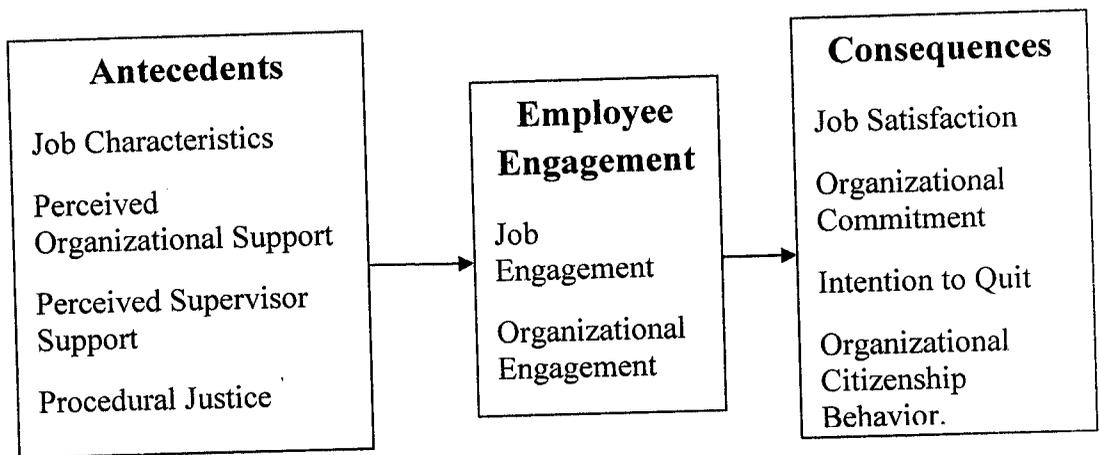
SET argues that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence. A basic tenet of SET is that relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain “rules” of exchange (Cropanzano and Mitchell, 2005).

Rules of exchange usually involve reciprocity or repayment rules such that the actions of one party lead to a response or actions by the other party. For example, when individuals receive economic and socio-emotional resources from their organization, they feel obliged to respond in kind and repay the organization (Cropanzano and Mitchell, 2005). This is consistent with Robinson et al.’s (2004) description of engagement as a two-way relationship between the employer and employee.

One way for individuals to repay their organization is through their level of engagement. That is, employees will choose to engage themselves to varying degrees and in response to the resources they receive from their organization. Bringing oneself more fully into one’s work roles and devoting greater amounts of cognitive, emotional, and physical resources is a very profound way for individuals to respond to an organization’s actions. It is more difficult for employees to vary their levels of job performance given that performance is often evaluated and used as the basis for compensation and other administrative decisions. Thus, employees are more likely to exchange their engagement for resources and benefits provided by their organization.

In summary, SET provides a theoretical foundation to explain why employees choose to become more or less engaged in their work and organization. The conditions of engagement in both Kahn’s (1990) and Maslach et al.’s (2001) model can be considered economic and socio-emotional exchange resources within SCT. When employees receive these resources from their organization they feel obliged to repay the organization with greater levels of engagement. In terms of Kahn’s (1990) definition of engagement, employees feel obliged to bring themselves more deeply into their role performances as repayment for the resources they receive from their organization.

When the organization fails to provide these resources, individuals are more likely to withdraw and disengage themselves from their roles. Thus, the amount of cognitive, emotional, and physical resources that an individual is prepared to devote in the performance of one's work roles is contingent on the economic and socio-emotional resources received from the organization.



1.2 ORGANIZATION PROFILE

About Us

Incepted in the year 1998, Adithya Aqua Tech Solutions, has acquired a reliable name in the area of offering turnkey executions of water treatment plants in various domestic and industrial sectors. We are one of the prominent manufacturers, suppliers and exporters of an array of water purification systems. Also, after a thorough knowledge of the market and client requirements, we have acquired a comprehensive understanding in offering various services that pertains to the consultants, Operations and maintenance related to the water purifiers and allied products.

Empowered with a skilled workforce comprising of qualified engineers and technicians, we have been able to design, manufacture and commission quality tested water treatment plants to generate safe, healthy and pure drinking water, free from harmful impurities and undissolved salts. Our commitment towards supplying qualitative products can be effectively judged from the client feedbacks.

Our mentor, Mr. R.R.Arivumani, with vast industry experience and knowhow for over 13 years, have extended his valuable support and guidance towards water management solutions at par with the international standards. It is solely due to his sharp insight that we have been able to carve a niche for ourselves amidst the competitive industry.

Products and Services

Being reckoned as one of the trusted names in the area of offering complete water management solutions, we have come up with an exhaustive range of products and services addressing to the consistent problem of unhygienic and unsafe drinking water.

Our range manufactured from top grade quality Mild Steel and Stainless Steel comprises of WAVE -water purification systems, sand filters, multi grade filters, Reverse Osmosis Systems and water purification systems.

On the other hand, our service portfolio comprises of erection and commissioning, operation and maintenance, servicing consultancy services and design engineering consultancy services. Our ranges of products have been appreciated for the following factors:

- Safe to operate
- Low power consumption
- Compact design
- Operational efficiency
- Longer service life
- High performance
- Requires less maintenance

Clients have repeatedly rendered our services owing to the following reasons:

- Timely operations
- Efficiently erected and commissioned
- Prompt maintenance and servicing
- Professional consultancy services

1.3 STATEMENT OF THE PROBLEM

Employee engagement is decreasing, and it is that impacting organizational performance. The main problem is that our approach to employee engagement is backwards, and it has been for years. Somewhere along the line, we were convinced that engagement was about perfecting the employee's circumstances so that they would then give us more performance. Have you ever tried to make someone else in your life happy? How's has that worked out? Happiness isn't something you can do for other people; they have to find it on their own.

In Adithya Aqua Tech Solutions (AATS) the rate of attrition for the year 2010 is 20% and in 2012 it has reduced to 7% 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 AATS strongly believes that they can increase retention through employee engagement activities.

1.4 OBJECTIVES OF THE STUDY

Primary Objective:

To analyze the antecedent and consequences of constructs of employee engagement in Adithya Aqua Tech Solutions, Coimbatore.

Secondary Objectives:

- To analyze the antecedence and consequence of employee engagement differ across various demographic variable.
- To test the relationship between variables of Employee Engagement.

1.5 SCOPE OF THE STUDY

- The study was conducted during the period of 90 days in Adithya aqua tech solutions.
- The data were collected and had a chance to interact with employees and to know about how employees are engaged to work.
- It is concluded that the study was Self Report Data; the data is directly given by employees.
- To enhance the employees development growth and also to overcome problem.

REVIEW OF LITERATURE

CHAPTER – 2

REVIEW OF LITERATURE

“**Alan M. Saks**” (2006) tested Model of antecedents and consequences of job and organization engagements based on social exchange theory. The various factors used in study were Job Engagement, Organizational engagement, Job Characteristics, Rewards and Recognition, Distributive Justice, Procedural Justice, Perceived Organization Support, Perceived Supervisor Support, Job satisfaction, organizational Commitment, Intention to Quit, Organizational Citizenship Behavior and Individual Behavior.

“**Mary Lynn Berry and Michael L. Morris**” (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.

“**Michelle R Simpson**” (2004) engagement at work as 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” (2009) meaning of employee 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.

“Sandeep Kular, Mark Gatenby” said there are more employees who are disengaged or not engaged employee 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.

RESEARCH METHODOLOGY

CHAPTER – 3

RESEARCH METHODOLOGY

3.1 TYPE OF RESEARCH

Research is an organized and systematic way of finding answers to Questions. Research is, thus, an original contribution to the existing stock of knowledge making for its advancement. It is the pursuit of truth with the help of study, observation, comparison and experiment. The basic type of research as follows; descriptive, applied, quantitative/qualitative, and conceptual/empirical. The type of research adopted for this study is descriptive in nature.

Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, where, when, "why" and how.

Although the data description is factual, accurate and systematic, the research cannot describe what caused a situation. Thus, Descriptive research cannot be used to create a causal relationship, where one variable affects another. In other words, descriptive research can be said to have a low requirement for internal validity.

3.2 DATA AND SOURCES OF DATA

➤ Primary Data

The primary data is collected by structural questionnaire method and through interviews.

➤ Secondary Data

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

3.3 TIME PERIOD COVERED

The study was done in Adithya Aqua Tech Solutions, Coimbatore during the Period between Feb – May 2012. The data collected through Questionnaire and Interviews were used for analysis and represented in the form of tables and exhibits.

3.4 POPULATION & SAMPLE SIZE

The company has employee strength of 50. The total strength of 50 is taken for this study.

3.5 SAMPLING TECHNIQUE

A survey may refer to many different types or techniques of observation, but in the context of survey sampling it most often involves a questionnaire used to measure the characteristics and/or attitudes of people. Different ways of contacting members of a sample once they have been selected is the subject of survey data collection. The purpose of sampling is to reduce the cost and/or the amount of work that it would take to survey the entire target population. A survey that measures the entire target population is called a census.

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.

- Correlation
- Percentage Analysis
- One Way Anova
- Mean Levels

3.7 LIMITATIONS OF THE STUDY

- ❖ The time constraint had restricted an in-depth study.
- ❖ The population size is limited to 50
- ❖ There might be some perceptual bias while collecting primary data.

ANALYSIS & INTERPRETATION

CHAPTER - 4

ANALYSIS & INTERPRETATION

4.1 DESCRIPTIVE STATISTICS

Table: 1 Designation of the Respondents

	Frequency	Percentage
Purchase	4	8.0
Sales	9	18.0
Production	5	10.0
Marketing	9	18.0
Service	7	14.0
Accounts	6	12.0
Admin	7	14.0
Others	3	6.0
Total	50	100.0

INTERPRETATION:

From the above table we can interpret that 8% of respondents are from Purchase Department, 18% of respondents are from Sales Department, 10% of respondents are from Production Department, 18% of respondents are from Marketing Department, 14% of respondents are from Service Department, 12% of respondents are from Accounts Department, 14% of respondents are from Administration and 6% of respondents are part of Others Category.

Chart: 1 Designation of the Respondents

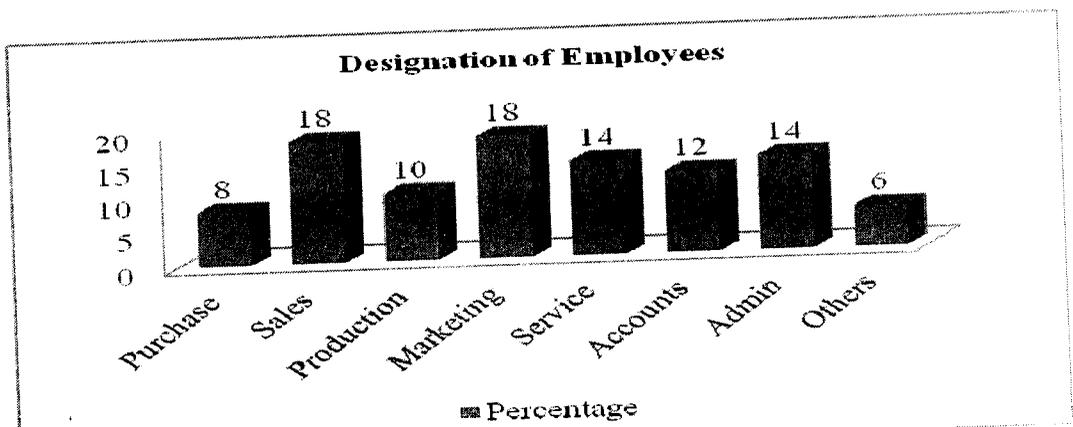


Table: 2 Age of the Respondents

	Frequency	Percentage
21-30	14	28.0
31-40	26	52.0
41-50	5	10.0
51-60	3	6.0
60 & Above	2	4.0
Total	50	100.0

INTERPRETATION:

From the above table we can interpret that 28% of respondents are between ages of 21 – 30, 52% of respondents are between ages of 31 – 40, 10% of respondents are between ages of 41 – 50, 6% of respondents are between ages of 51 – 60, 4% of respondents are between ages of 61 and above.

Chart: 2 Age of the Respondents

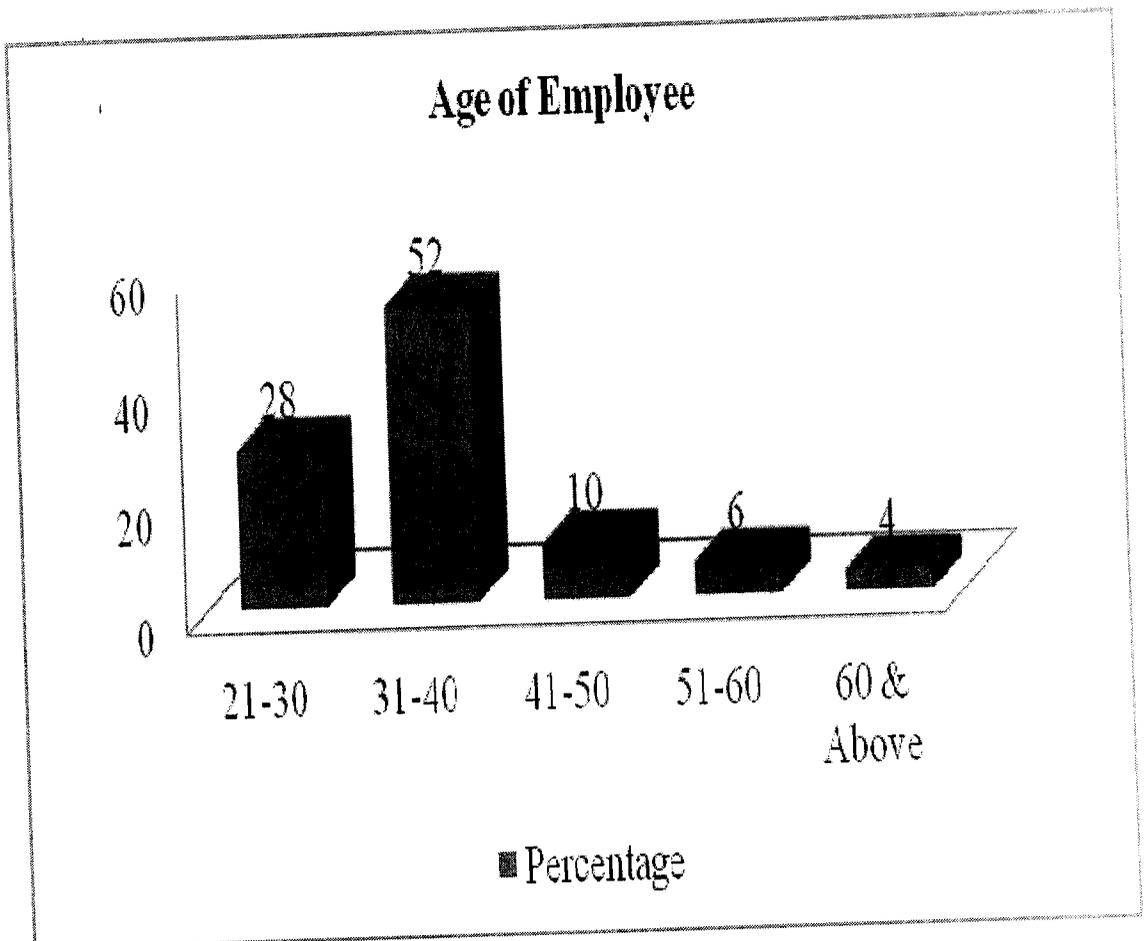


Table: 3 Experience of Respondents

	Frequency	Percentage
0-1	8	16.0
1-2	9	18.0
2-3	13	26.0
3-4	11	22.0
4-5	3	6.0
5-6	6	12.0
Total	50	100.0

INTERPRETATION:

From the above table we can interpret that 16% of respondents have Experience between 0 – 1 Years, 18% of respondents have Experience between 1 – 2 Years, 26% of respondents have Experience between 2 – 3 Years, 22% of respondents have Experience between 3 – 4 Years, 6% of respondents have Experience between 4 – 5 Years, and 12% of respondents have Experience between 5 – 6 Years.

Chart: 3 Experience of Respondents

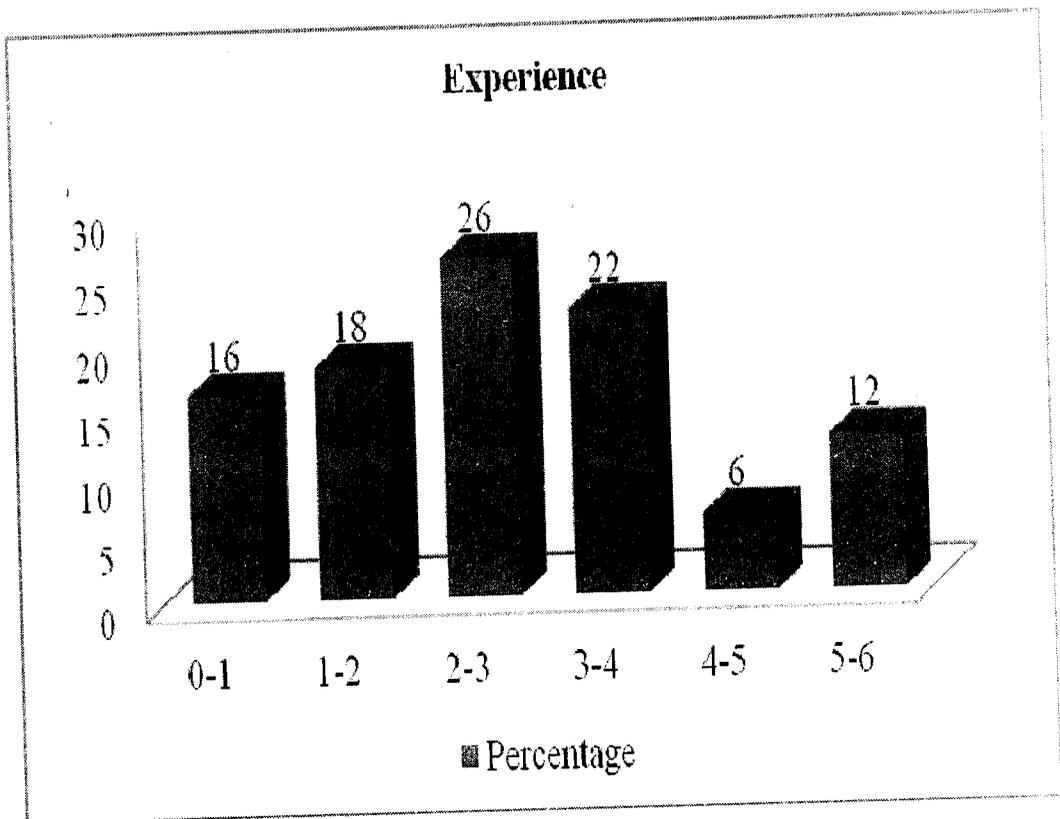


Table: 4 Income of Respondents

	Frequency	Percentage
5001-10000	9	18.0
10001-15000	24	48.0
15001-20000	12	24.0
20001-25000	4	8.0
25001 & Above	1	2.0
Total	50	100.0

INTERPRETATION:

From the above table we can interpret that 18% of respondents earn Income between the ranges of Rs 5001-10000, 48% of respondents earn Income between the ranges of Rs 10001-15000, 24% of respondents earn Income between the ranges of Rs 15001-20000, 8% of respondents earn Income between the ranges of Rs 20001-25000 and 2% of respondents earn Income between the ranges of Rs 25001 and above.

Chart: 4 Income of Respondents

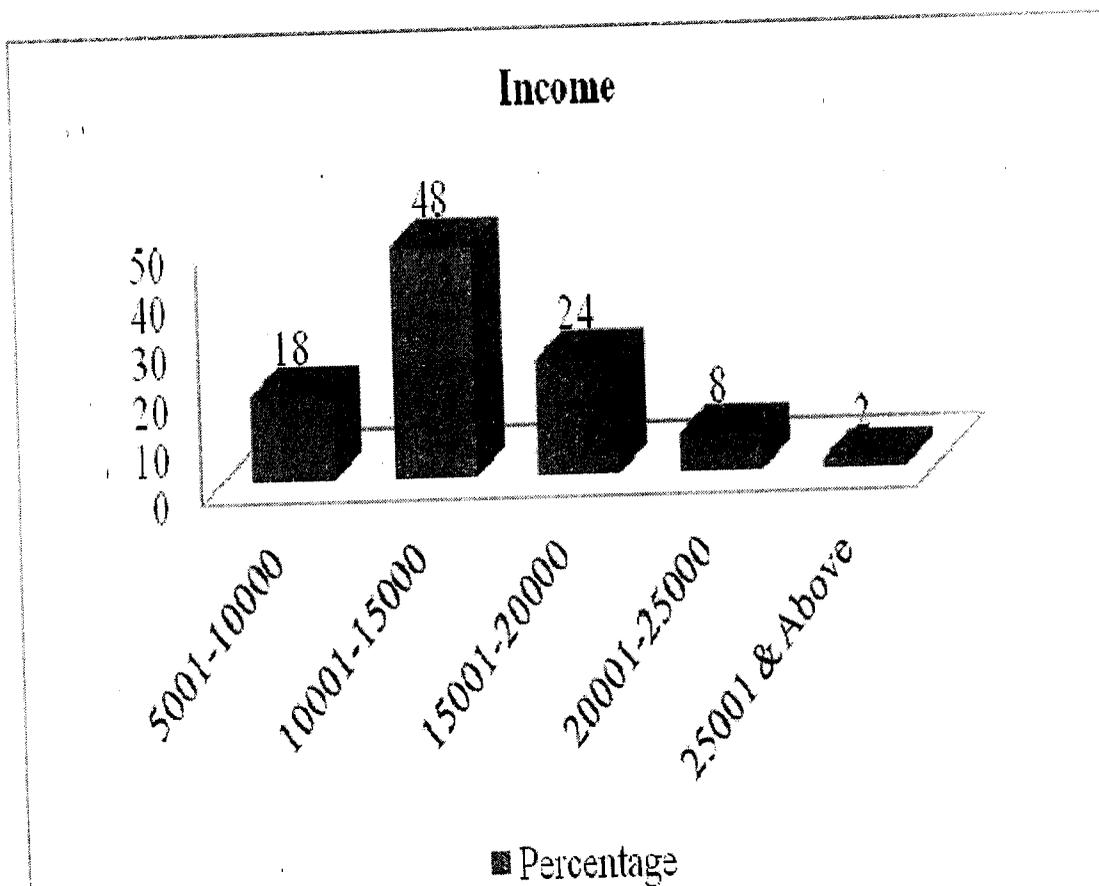


Table: 5 Qualification of Respondents

	Frequency	Percentage
Below 10th	5	10.0
10th	4	8.0
12th	1	2.0
Degree	26	52.0
Post Graduation	14	28.0
Total	50	100.0

INTERPRETATION:

From the above table we can interpret that 10% of respondents have Qualification Below 10th, 8% of respondents have Qualification of SSLC, 2% of respondents have Qualification of Higher Secondary, 52% of respondents have completed Degree and 28% of respondents have completed Post Graduation.

Chart: 5 Qualification of Respondents

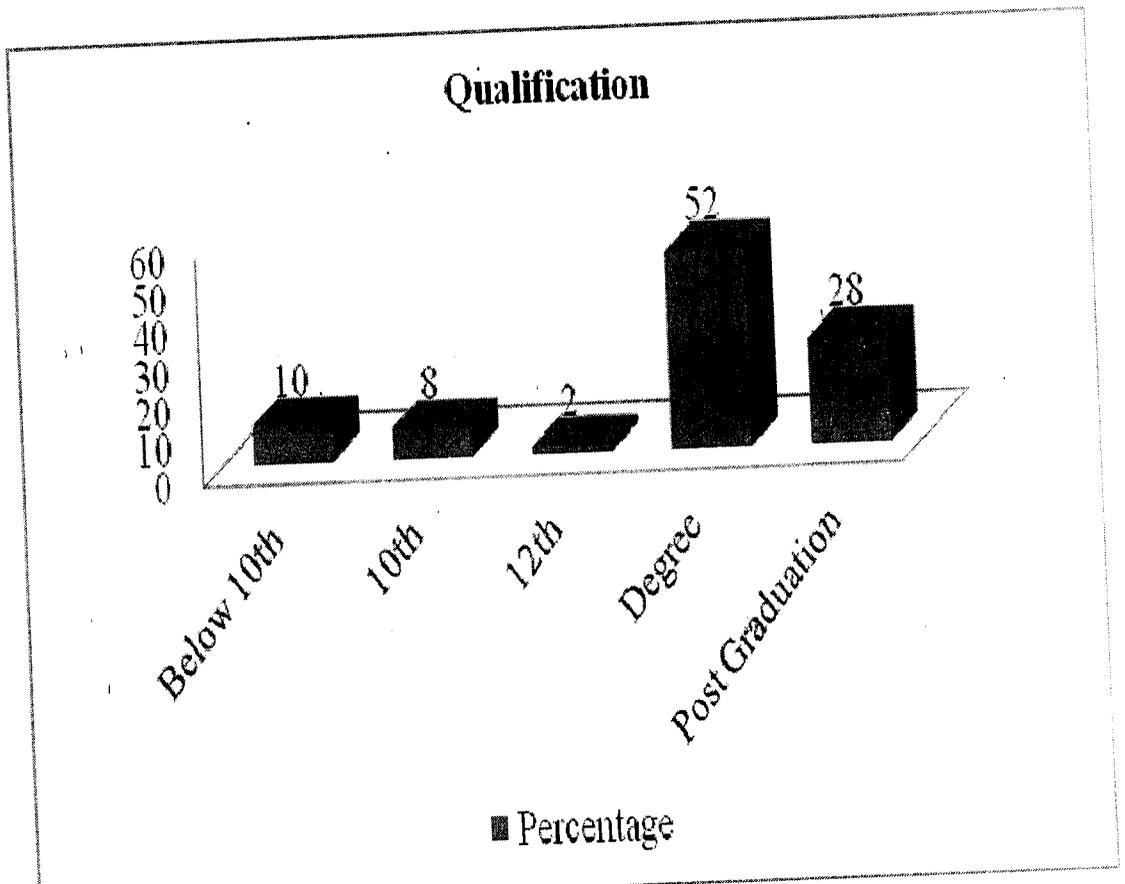
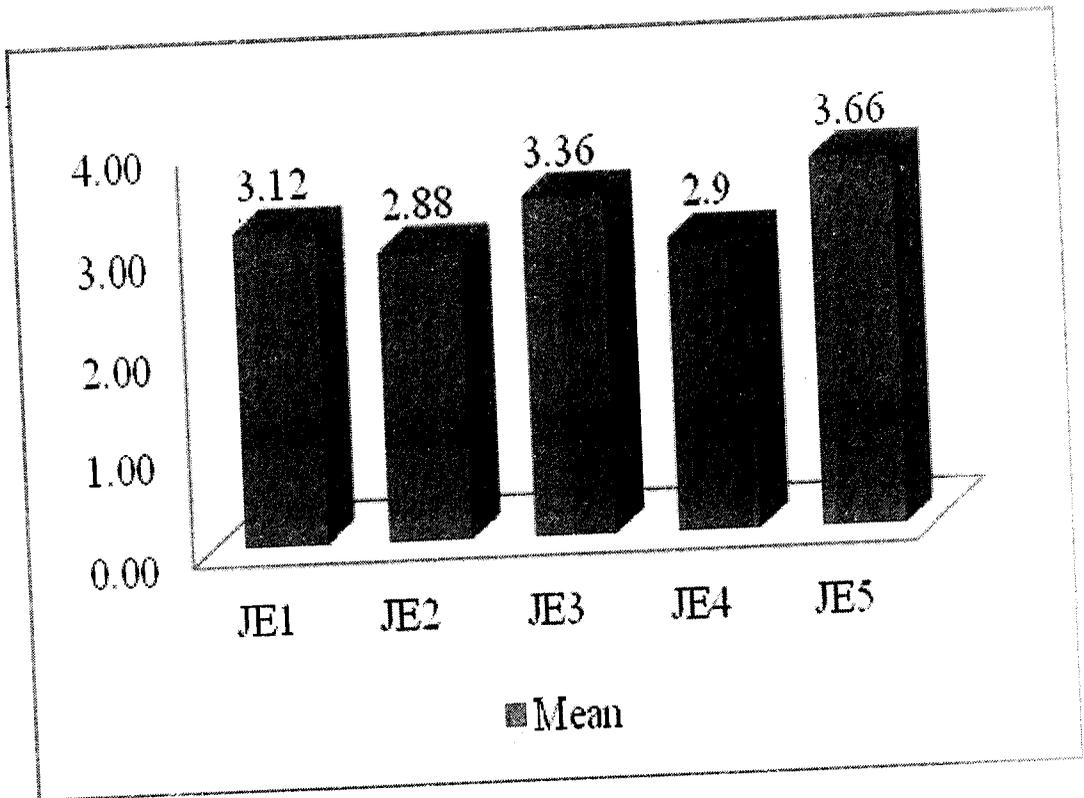


Chart 6: Mean level of "Job Engagement"



[JE – Job engagement]

JE1: I really "throw" myself into my job.

JE2: Sometimes I am so into my job that I lose track of time.

JE3: This job is all consuming; I am totally into it.

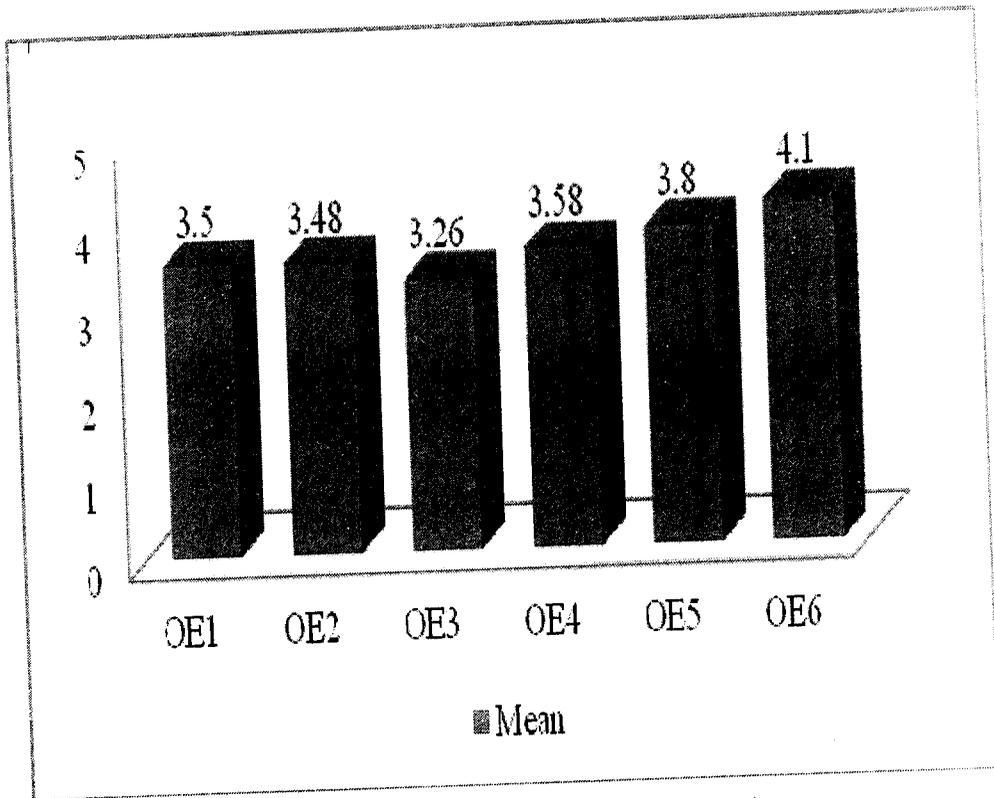
JE4: My mind often wanders and I think of other things when doing my job (R).

JE5: I am highly engaged in this job.

INTERPRETATION:

The above chart shows that the mean level for individual statements under the construct "Job Engagement". It can be noted that the fifth statement (High Engagement in Job) has got the highest mean score of 3.66. The second statement (into my job that I lose track of time) has got the lowest mean score of 2.88.

Chart 7: Mean level of "Organization engagement"



[OE - Organizational Engagement]

OE1: Being a member of this organization is very captivating.

OE2: One of the most exciting things for me is getting involved with things happening in this organization.

OE3: I am really not into the "goings-on" in this organization (R).

OE4: Being a member of this organization make me come "alive."

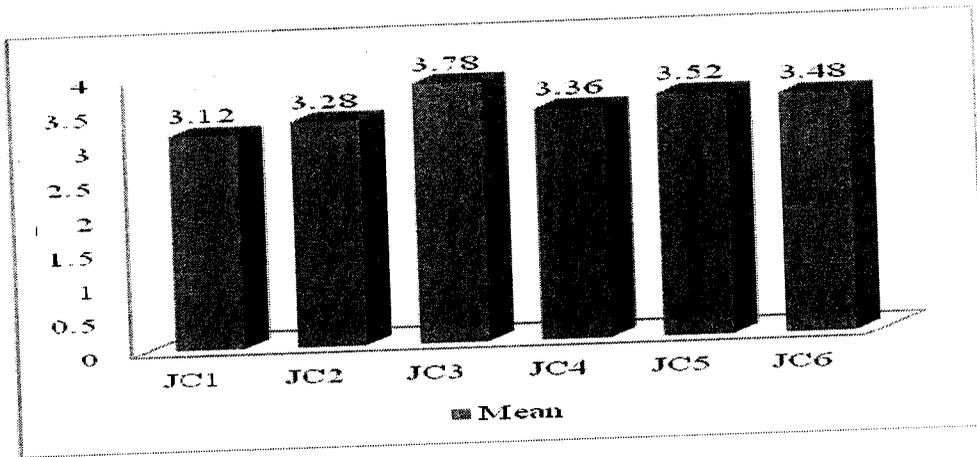
OE5: Being a member of this organization is exhilarating for me.

OE6: I am highly engaged in this organization.

INTERPRETATION:

The above chart shows that the mean level for individual statements under the construct "Organizational Engagement". It can be noted that the sixth statement (highly engaged in this organization) has got the highest mean score of 4.1. The third statement (am really not into the "goings-on" in this organization) has got the lowest mean score of 3.26.

Chart 7: Mean level of "Job characteristics"



[JC – Job Characteristics]

JC1: How much autonomy is there in your job? That is, to what extent does your job permit you to decide on your own how to go about doing the work?

JC2: To what extent does your job involve doing a "whole" and identifiable piece of work? That is, the job a complete piece of work that has an obvious beginning and end? Or is it only a small part of the overall piece of work, which is finished by other people or by automatic machines?

JC3: How much variety is there in your job? That is, to what extent does the job require you to do many different things at work, using a variety of your skills and talents?

JC4: In general, how significant or important in your job? That is, are the results of your work likely to significantly affect the lives or well-being of other people?

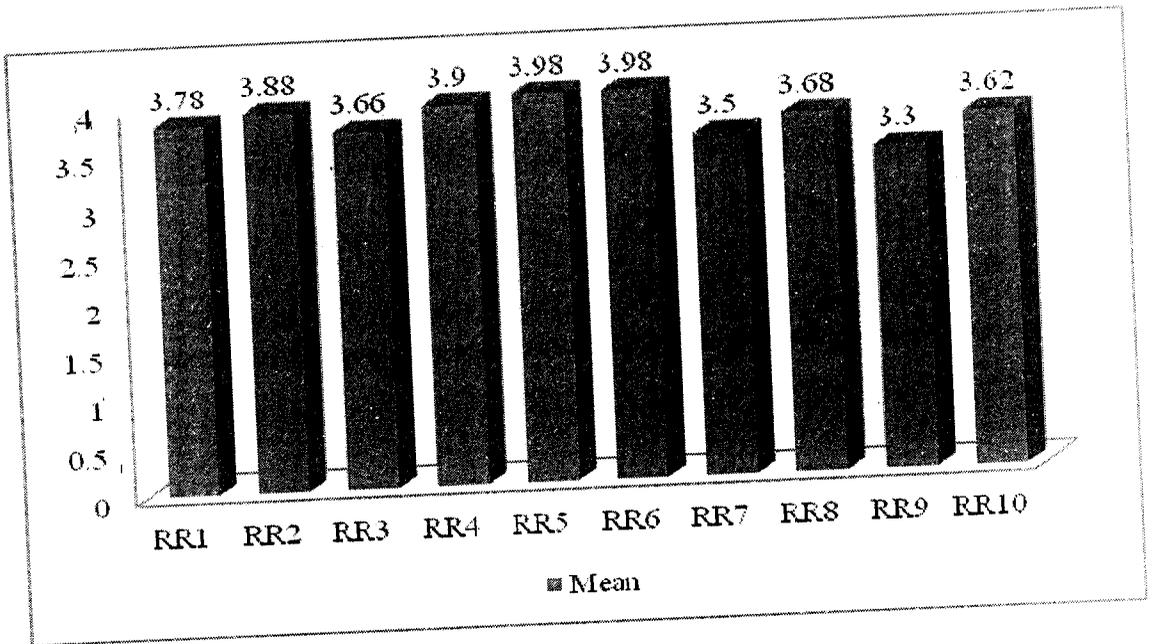
JC5: To what extent do managers or co-workers let you know how well you are doing on your job?

JC6: To what extent does doing the job itself provide you with information about your work performance? That is, does the actual work itself provide clues about how well you are doing – aside from any "feedback" co-workers or supervisors may provide?

INTERPRETATION:

The above chart shows that the mean level for individual statements under the construct "Job Characteristics". It can be noted that the third statement (Variety in Job) has got the highest mean score of 3.78. The first statement (autonomy and Decision Making in job) has got the lowest mean score of 3.12.

Chart 8: Mean level of "Rewards and Recognition"



[RR – Rewards and Recognition]

RR1: A pay raise.

RR2: Job security.

RR3: A promotion.

RR4: More freedom and opportunities.

RR5: Respect from the people you work with.

RR6: Praise from your supervisor.

RR7: Training and development opportunities.

RR8: More challenging work assignments.

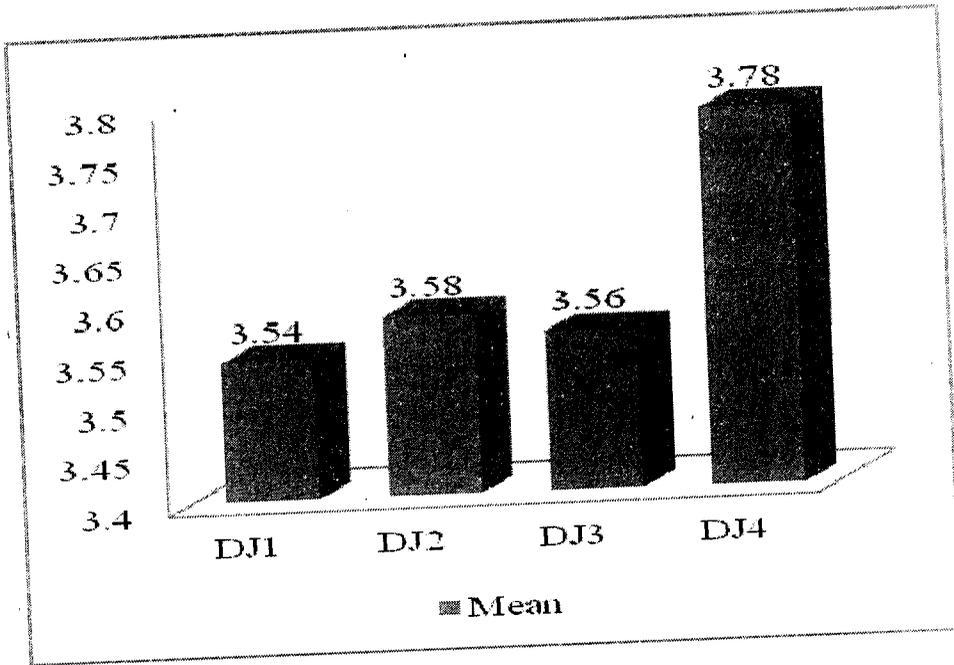
RR9: Some form of public recognition (e.g. employee of the month).

RR10: A reward or token of appreciation (e.g. lunch).

INTERPRETATION:

The above chart shows that the mean level for individual statements under the construct "Rewards and Recognition". It can be noted that the fifth and sixth statement (Respect from the people you work with, Praise from your supervisor) has got the highest mean score of 3.98. The ninth statement (Some form of public recognition) has got the lowest mean score of 3.33.

Chart 9: Mean level of "Distributive justice"



[DJ – Distributive Justice]

DJ1: Do the outcomes you receive reflect the effort you have put into your work?

DJ2: Are the outcomes you receive appropriate for the work you have completed?

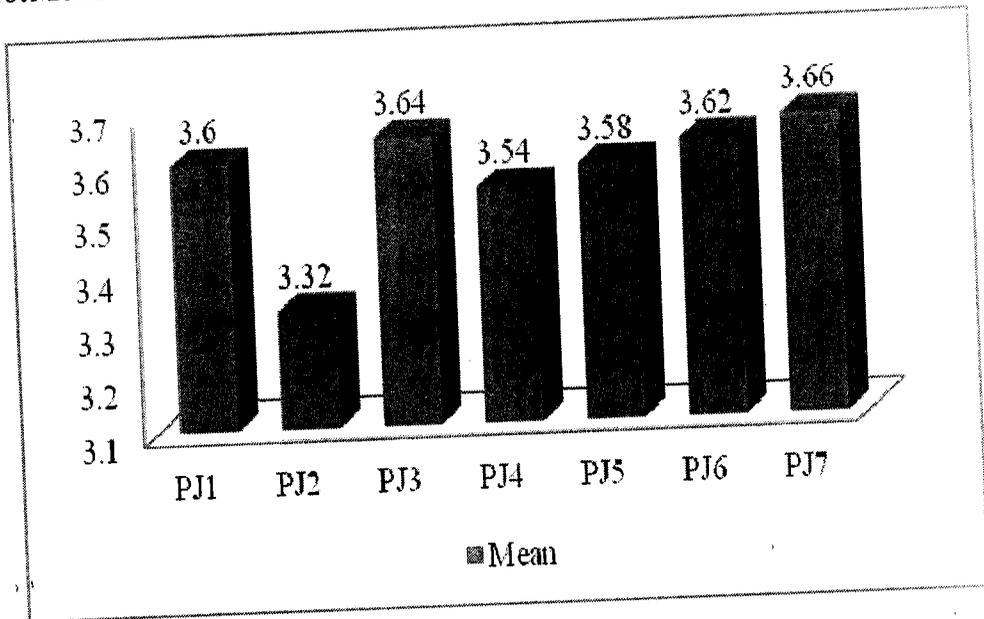
DJ3: Do your outcomes reflect what you have contributed to the organization?

DJ4: Are your outcomes justified given your performance?

INTERPRETATION:

The above chart shows that the mean level for individual statements under the construct "Distributive Justice". It can be noted that the fourth statement (outcomes justified given your performance) has got the highest mean score of 3.78. The first statement (outcomes you receive reflect the effort) has got the lowest mean score of 3.54.

Chart 10: Mean level of “Procedural justice”



[PJ – Procedural Justice]

PJ1: Have you been able to express your views and feelings during those procedures?

PJ2: Have you had influence over the outcomes arrived at by those procedures?

PJ3: Have those procedures been applied consistently?

PJ4: Have those procedures been free of bias?

PJ5: Have those procedures been based on accurate information?

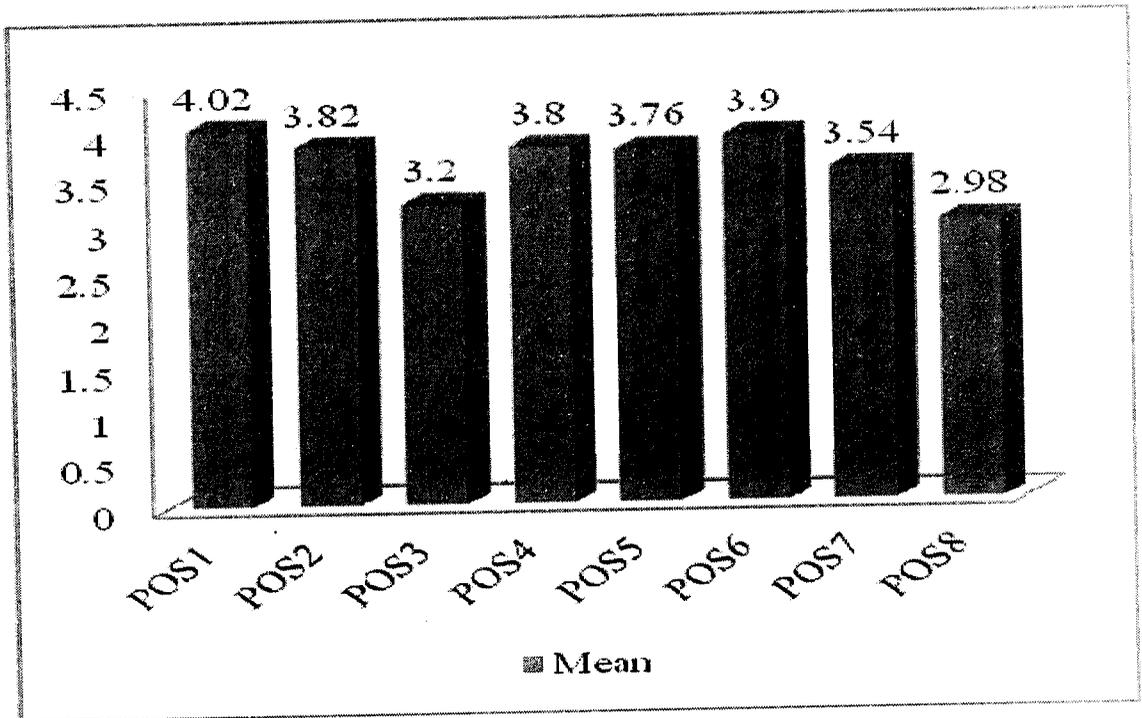
PJ6: Have you been able to appeal the outcomes arrived at by those procedures?

PJ7: Have those procedures upheld ethical and moral standards?

INTERPRETATION:

The above chart shows that the mean level for individual statements under the construct “Procedural Justice”. It can be noted that the seventh statement (procedures upheld ethical and moral standards) has got the highest mean score of 3.66. The second statement (influence over the outcomes arrived) has got the lowest mean score of 3.32.

Chart 11: Mean level of “Perceived organizational support”



[POS - Perceived Organization Support]

POS1: My organization really cares about my well-being.

POS2: My organization strongly considers my goals and values.

POS3: My organization shows little concern for me (R).

POS4: My organization cares about my opinions.

POS5: My organization is willing to help me if I need a special favor.

POS6: Help is available from my organization when I have a problem.

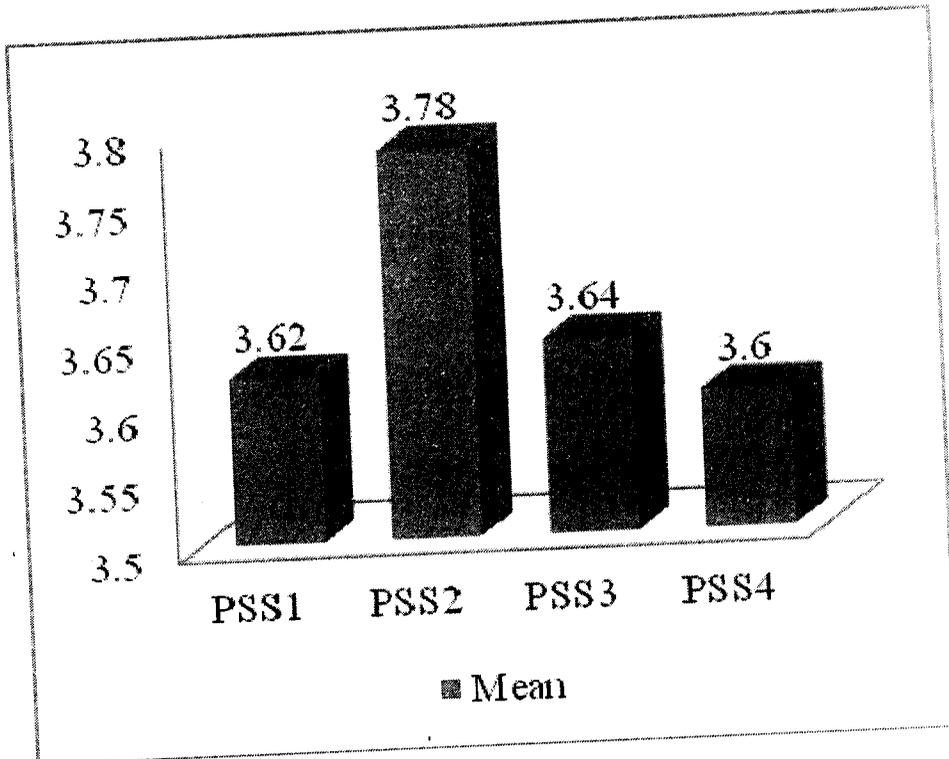
POS7: My organization would forgive an honest mistake on my part.

POS8: If given the opportunity, my organization would take advantage of me (R).

INTERPRETATION:

The above chart shows that the mean level for individual statements under the construct “Perceived Organization Support”. It can be noted that the first statement (organization really cares) has got the highest mean score of 4.02. The eighth statement (given the opportunity, my organization would take advantage) has got the lowest mean score of 2.98.

Chart 12: Mean level of "Perceived supervisor support"



[PSS – Perceived Supervisor Support]

PSS1: My supervisor cares about my opinions.

PSS2: My work supervisor really cares about my well-being.

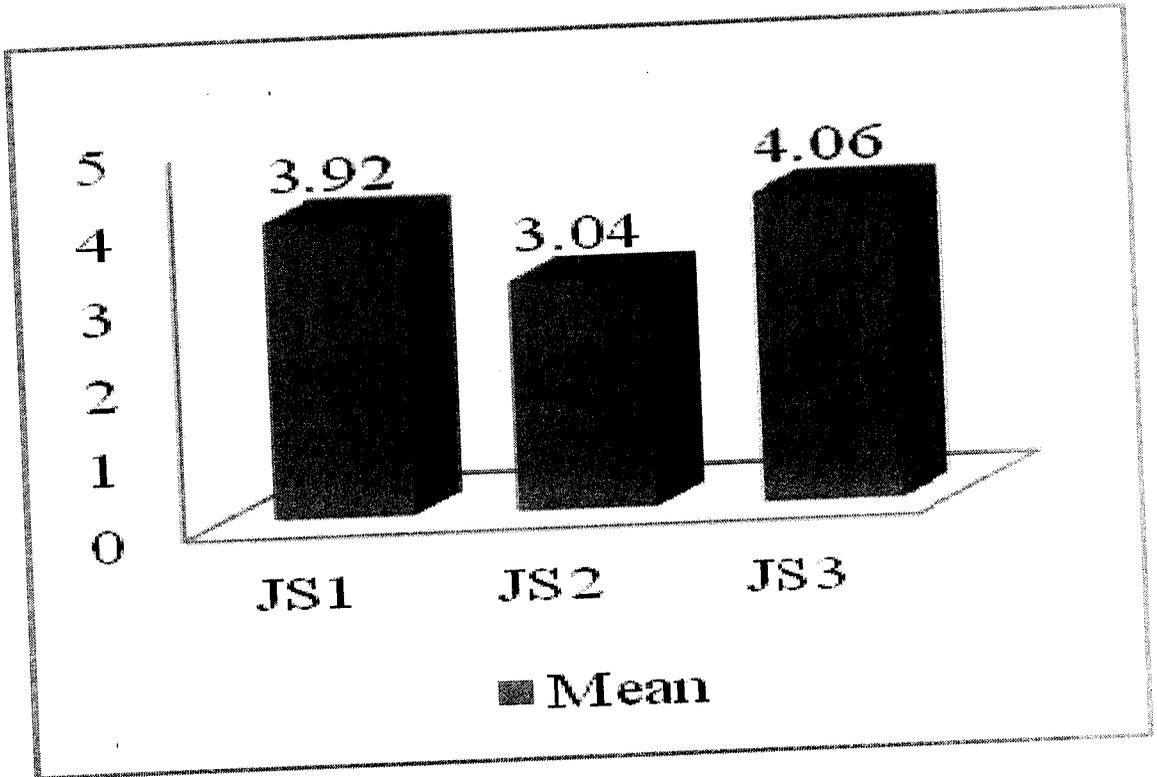
PSS3: My supervisor strongly considers my goals and values.

PSS4: My supervisor shows very little concern form me (R).

INTERPRETATION:

The above chart shows that the mean level for individual statements under the construct "Perceived Supervisor Support]. It can be noted that the second statement (work supervisor really cares about my well-being) has got the highest mean score of 3.78. The fourth statement (supervisor shows very little concern) has got the lowest mean score of 3.6.

Chart 13: Mean level of "Job satisfaction"



[JS – Job Satisfaction]

JS1: All in all, I am satisfied with my job.

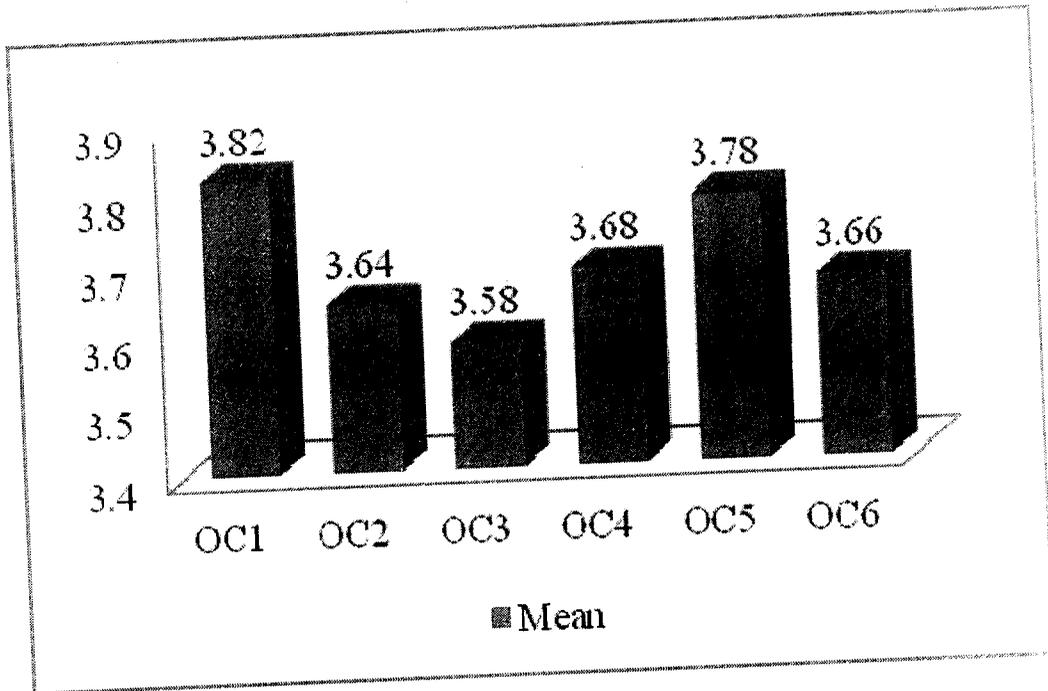
JS2: In general, I do not like my job (R).

JS3: In general, I like working here.

INTERPRETATION:

The above chart shows that the mean level for individual statements under the construct "Job Satisfaction". It can be noted that the third statement (I like working here) has got the highest mean score of 4.06. The second statement (I do not like my job) has got the lowest mean score of 3.04.

Chart 14: Mean level of “Organizational commitment”



[OC – Organizational Commitment]

OC1: I would be happy to work at my organization until I retire.

OC2: Working at my organization has a great deal of personal meaning to me.

OC3: I really feel that problems faced by my organization are also my problems.

OC4: I feel personally attached to my work organization.

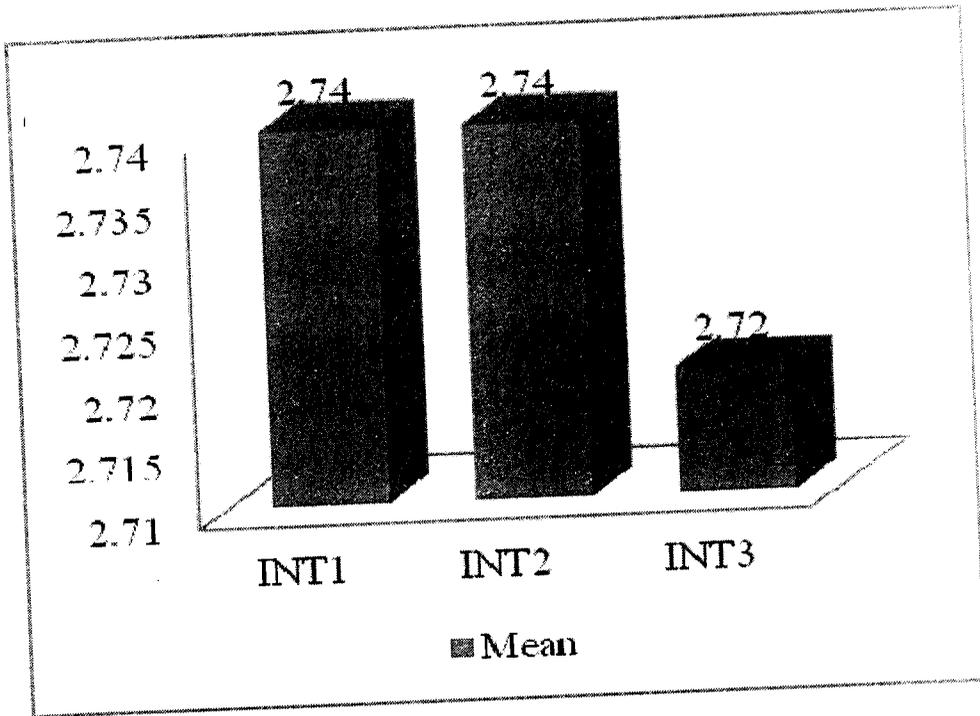
OC5: I am proud to tell others I work at my organization.

OC6: I feel a strong sense of belonging to my organization.

INTERPRETATION:

The above chart shows that the mean level for individual statements under the construct “Organizational Commitment”. It can be noted that the first statement (happy to work at my organization until I retire) has got the highest mean score of 3.82. The third statement (feel that problems faced by my organization are also my problems) has got the lowest mean score of 3.58.

Chart 15: Mean level of "Intent to quit"



[INT – Intention to Quit]

INT1: I frequently think of quitting my job.

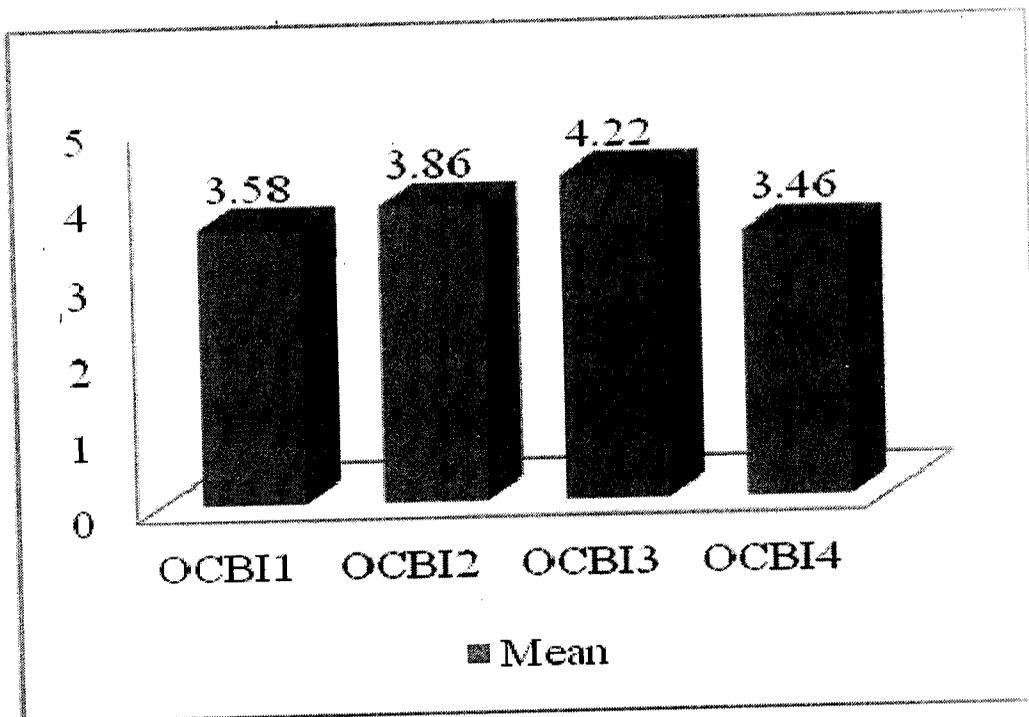
INT2: I am planning to search for a new job during the next 12 months.

INT3: If I have my own way, I will be working for this organization one year from now (R).

INTERPRETATION:

The above chart shows that the mean level for individual statements under the construct "Intention to Quit". It can be noted that the first and Second statement (I frequently think of quitting my job and I am planning to search for a new job during the next 12 months.) has got the highest mean score of 2.74. The third statement (I will be working for this organization one year from now) has got the lowest mean score of 2.72.

Chart 15: Mean level of “OCBI”



[OCBO – Organizational Citizenship Behavior – Individual]

OCBI1: Willingly give your time to help others who have work-related problems.

OCBI2: Adjust your work schedule to accommodate other employees’ requests for time off.

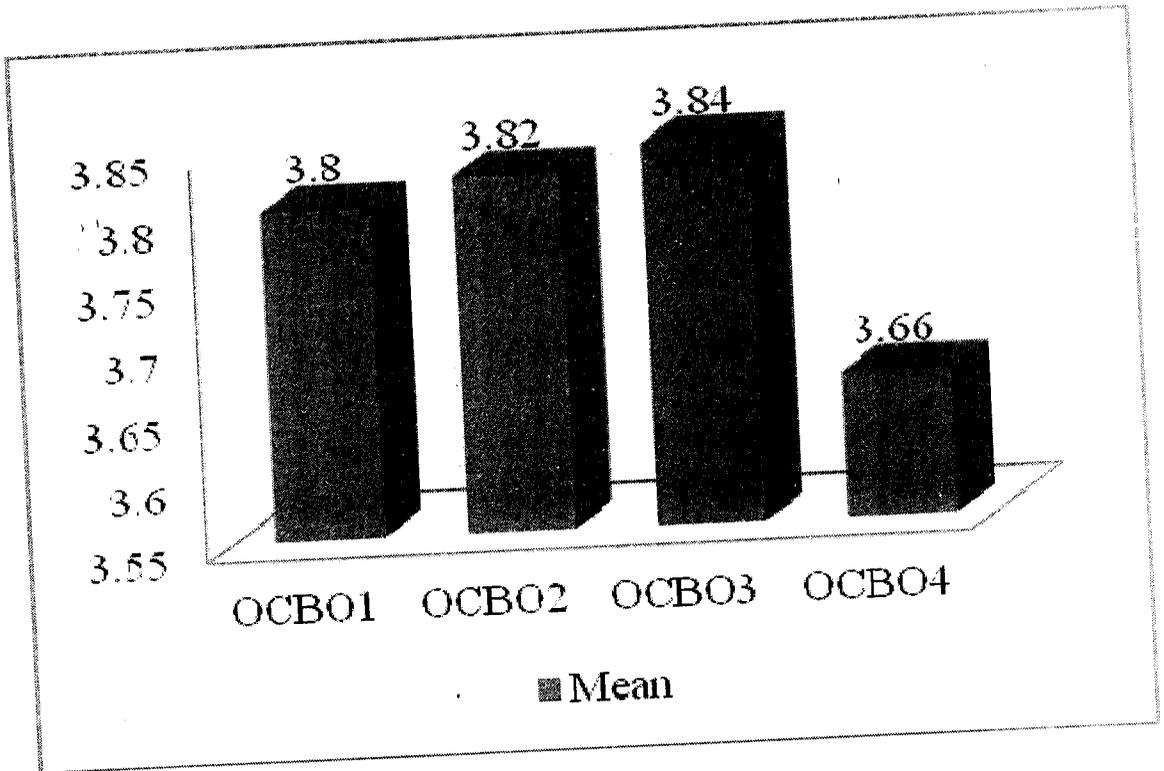
OCBI3: Give up time to help others who have work or non-work problems.

OCBI4: Assist others with their duties.

INTERPRETATION:

The above chart shows that the mean level for individual statements under the construct “Organizational Citizenship Behavior – Individual”. It can be noted that the third statement (Give up time to help others who have work or non-work problems) has got the highest mean score of 4.22. The fourth statement (Assist others with their duties.) has got the lowest mean score of 3.46.

Chart 16: Mean level of "OCBO"



[OCBO – Organizational Citizenship Behavior - Organization]

OCBO1: Attend functions that are not required but that help the organizational image.

OCBO2: Offer ideas to improve the functioning of the organization.

OCBO3: Take action to protect the organization from potential problems.

OCBO4: Defend the organization when other employees criticize it.

INTERPRETATION:

The above chart shows that the mean level for individual statements under the construct "Organizational Citizenship Behavior - Organization". It can be noted that the third statement (Take action to protect the organization from potential problems) has got the highest mean score of 3.84. The fourth statement (Defend the organization when other employees criticize) has got the lowest mean score of 3.66.

TESTS FOR MEASURING RELATIONSHIP BETWEEN THE CONSTRUCTS OF EMPLOYEE ENGAGEMENT.

1'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 – 6 Correlation values for constructs

MEAN	SD	JE	OE	JC	RR	DJ	PJ	POS	PSS	JS	OC	INT	OCBI	OCBO
3.1840	.8319	1												
3.6196	.6292	.657**	1											
3.4120	.7477	.709**	.646**	1										
3.7058	.6798	.459**	.365**	.594**	1									
3.7650	1.2661	.067	-.154	-.001	.187	1								
3.5660	.6005	.537**	.596**	.611**	.313*	.270	1							
3.6294	.5766	.342*	.399**	.473**	.378**	.166	.476**	1						
3.6600	.7470	.392**	.428**	.400**	.543**	.171	.377**	.340*	1					
3.6732	.7928	.066	.160	.317*	.478**	.172	.132	.506**	.449**	1				
3.6932	.7308	.402**	.337*	.391**	.473**	.210	.392**	.410**	.383**	.239	1			
2.7332	1.1646	-.062	.009	.040	.202	-.145	-.072	.100	.271	.409**	-.078	1		
3.7800	1.2683	.022	.064	.057	.198	.035	-.116	-.026	.082	.273	.007	.145	1	
3.7800	.7434	.410**	.281*	.429**	.440**	.234	.330*	.427**	.508**	.484**	.654**	.208	.340*	1

Job engagement, OE - Organization engagement, JC - Job characteristics, RR - Rewards and Recognition, DJ - Distributive justice, PJ - Procedural justice, POS - Perceived organizational support, PSS - Perceived supervisor support, JS - Job satisfaction, OC - Organizational commitment, INT - Intent to quit, OCBI - Organizational Citizenship Behavior Individual, OCBO - Organizational Citizenship Behavior Organization.]

Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

INTERPRETATION:

From the above table - 6,

- It can be noted that the dimension 'Job Engagement' shares a fairly high degree of relationship with almost all the other dimensions of employee engagement.
- It can be inferred that, 'Organizational Commitment' has the lowest degree of relationship with all the other dimensions of employee engagement.
- Intention to quit has negative relation to Job Engagement, Organizational Commitment, Distributive justice and Procedural justice.

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 **Designation, Age, Experience, Income and Educational qualification.**

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

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

TABLE - 7 One-way Anova across Designation

		Sum of Squares	df	Mean Square	F	Sig.	S/NS
JE	Between groups	4.219	7	.603	.853	.551	NS
	Within Groups	29.688	42	.707			
	Total	33.907	49				
OE	Between groups	3.063	7	.438	1.125	.366	NS
	Within Groups	16.341	42	.389			
	Total	19.404	49				
JC	Between Groups	4.355	7	.622	1.134	.361	NS
	Within Groups	23.037	42	.549			
	Total	27.393	49				
RR	Between groups	1.800	7	.257	.518	.816	NS
	Within Groups	20.842	42	.496			
	Total	22.643	49				
DJ	Between groups	6.876	7	.982	.576	.772	NS
	Within Groups	71.675	42	1.707			
	Total	78.551	49				
PJ	Between groups	3.125	7	.446	1.289	.279	NS
	Within Groups	14.546	42	.346			
	Total	17.671	49				
POS	Between groups	1.797	7	.257	.744	.637	NS
	Within Groups	14.497	42	.345			
	Total	16.294	49				
PSS	Between groups	2.868	7	.410	.703	.669	NS
	Within Groups	24.477	42	.583			
	Total	27.345	49				
JS	Between groups	4.337	7	.620	.983	.456	NS
	Within Groups	26.466	42	.630			
	Total	30.803	49				
OC	Between groups	2.271	7	.324	.570	.776	NS
	Within Groups	23.904	42	.569			
	Total	26.175	49				
INT	Between groups	7.762	7	1.109	.793	.597	NS
	Within Groups	58.706	42	1.398			
	Total	66.468	49				
OCBI	Between groups	4.514	7	.645	.364	.918	NS
	Within Groups	74.316	42	1.769			
	Total	78.830	49				
				527	946	482	NS

Within Groups	23.392	42	.557			
Total	27.080	49				

[JE - Job engagement, OE - Organization engagement, JC - Job characteristics, RR - Rewards and Recognition, DJ - Distributive justice, PJ - Procedural justice, POS - Perceived organizational support, PSS - Perceived supervisor support, JS - Job satisfaction, OC - Organizational commitment, INT - Intent to quit, OCBI - Organizational Citizenship Behavior Individual, OCBO - Organizational Citizenship Behavior Organization.]

INTERPRETATION:

The above table - 7 gives the inputs for testing the hypothesis. It can be seen that the significance level is >0.05 for all the constructs of employee engagement. Therefore the null hypothesis is accepted.

Hence, it can be concluded that **the groups are homogenous with respect to their perception of the various constructs of employee engagement, based on the criteria of Designation.**

TABLE – 8 One-way Anova across Age

		Sum of Squares	df	Mean Square	F	Sig.	S/NS
JE	Between groups	6.610	4	1.652	2.724	.041	S
	Within Groups	27.298	45	.607			
	Total	33.907	49				
OE	Between groups	1.272	4	.318	.789	.538	NS
	Within Groups	18.132	45	.403			
	Total	19.404	49				
JC	Between Groups	4.320	4	1.080	2.106	.096	NS
	Within Groups	23.073	45	.513			
	Total	27.393	49				
RR	Between groups	1.721	4	.430	.925	.458	NS
	Within Groups	20.922	45	.465			
	Total	22.643	49				
DJ	Between groups	1.447	4	.362	.211	.931	NS
	Within Groups	77.104	45	1.713			
	Total	78.551	49				
PJ	Between groups	3.120	4	.780	2.412	.063	NS
	Within Groups	14.552	45	.323			
	Total	17.671	49				
POS	Between groups	.695	4	.174	.501	.735	NS
	Within Groups	15.599	45	.347			
	Total	16.294	49				
PSS	Between groups	1.655	4	.414	.725	.580	NS
	Within Groups	25.690	45	.571			
	Total	27.345	49				
JS	Between groups	.178	4	.044	.065	.992	NS
	Within Groups	30.625	45	.681			
	Total	30.803	49				
OC	Between groups	1.421	4	.355	.646	.633	NS
	Within Groups	24.754	45	.550			
	Total	26.175	49				
INT	Between groups	3.110	4	.778	.552	.698	NS
	Within Groups	63.358	45	1.408			
	Total	66.468	49				
OCBI	Between groups	1.423	4	.356	.207	.933	NS
	Within Groups	77.407	45	1.720			
	Total	78.830	49				
				1.00	877	.485	NS

Within Groups	25.121	45	.558			
Total	27.080	49				

[JE - Job engagement, OE - Organization engagement, JC - Job characteristics, RR - Rewards and Recognition, DJ - Distributive justice, PJ - Procedural justice, POS - Perceived organizational support, PSS - Perceived supervisor support, JS - Job satisfaction, OC - Organizational commitment, INT - Intent to quit, OCBI - Organizational Citizenship Behavior Individual, OCBO - Organizational Citizenship Behavior Organization.]

INTERPRETATION:

The above table - 8 gives the inputs for testing the hypothesis. It can be seen that the significance level is >0.05 for all the constructs of employee engagement. Only Job Engagement has significance level of <0.05 . Therefore the null hypothesis is accepted.

Hence, it can be concluded that **the groups are homogenous with respect to their perception of the various constructs of employee engagement, based on the criteria of Age.**

TABLE – 9 One-way Anova across Experience

		Sum of Squares	df	Mean Square	F	Sig.	S/NS	
JE	Between groups	3.128	5	.626	.894	.493	NS	
	Within Groups	30.779	44	.700				
	Total	33.907	49					
OE	Between groups	1.541	5	.308	.759	.584	NS	
	Within Groups	17.863	44	.406				
	Total	19.404	49					
JC	Between Groups	2.733	5	.547	.975	.443	NS	
	Within Groups	24.660	44	.560				
	Total	27.393	49					
RR	Between groups	1.748	5	.350	.736	.600	NS	
	Within Groups	20.894	44	.475				
	Total	22.643	49					
DJ	Between groups	6.906	5	1.381	.848	.523	NS	
	Within Groups	71.645	44	1.628				
	Total	78.551	49					
PJ	Between groups	2.725	5	.545	1.604	.179	NS	
	Within Groups	14.946	44	.340				
	Total	17.671	49					
POS	Between groups	1.174	5	.235	.683	.639	NS	
	Within Groups	15.120	44	.344				
	Total	16.294	49					
PSS	Between groups	2.663	5	.533	.949	.459	NS	
	Within Groups	24.682	44	.561				
	Total	27.345	49					
JS	Between groups	4.963	5	.993	1.690	.157	NS	
	Within Groups	25.840	44	.587				
	Total	30.803	49					
OC	Between groups	1.534	5	.307	.548	.739	NS	
	Within Groups	24.642	44	.560				
	Total	26.175	49					
INT	Between groups	7.593	5	1.519	1.135	.356	NS	
	Within Groups	58.875	44	1.338				
	Total	66.468	49					
OCBI	Between groups	5.840	5	1.168	.704	.623	NS	
	Within Groups	72.990	44	1.659				
	Total	78.830	49					
					210	355	876	NS

	Within Groups	26.029	44	.592			
	Total	27.080	49				

[JE - Job engagement, OE - Organization engagement, JC - Job characteristics, RR - Rewards and Recognition, DJ - Distributive justice, PJ - Procedural justice, POS - Perceived organizational support, PSS - Perceived supervisor support, JS - Job satisfaction, OC - Organizational commitment, INT - Intent to quit, OCBI - Organizational Citizenship Behavior Individual, OCBO - Organizational Citizenship Behavior Organization.]

INTERPRETATION:

The above table - 9 gives the inputs for testing the hypothesis. It can be seen that the significance level is >0.05 for all the constructs of employee engagement. Therefore the null hypothesis is accepted.

Hence, it can be concluded that **the groups are homogenous with respect to their perception of the various constructs of employee engagement, based on the criteria of Experience.**

TABLE – 10 One-way Anova across Income

		Sum of Squares	df	Mean Square	F	Sig.	S/NS
JE	Between groups	4.262	4	1.065	1.617	.186	NS
	Within Groups	29.646	45	.659			
	Total	33.907	49				
OE	Between groups	.043	4	.011	.025	.999	NS
	Within Groups	19.361	45	.430			
	Total	19.404	49				
JC	Between Groups	1.544	4	.386	.672	.615	NS
	Within Groups	25.849	45	.574			
	Total	27.393	49				
RR	Between groups	.550	4	.138	.280	.889	NS
	Within Groups	22.093	45	.491			
	Total	22.643	49				
DJ	Between groups	6.816	4	1.704	1.069	.383	NS
	Within Groups	71.735	45	1.594			
	Total	78.551	49				
PJ	Between groups	1.074	4	.268	.728	.578	NS
	Within Groups	16.598	45	.369			
	Total	17.671	49				
POS	Between groups	2.099	4	.525	1.664	.175	NS
	Within Groups	14.195	45	.315			
	Total	16.294	49				
PSS	Between groups	1.418	4	.354	.615	.654	NS
	Within Groups	25.927	45	.576			
	Total	27.345	49				
JS	Between groups	2.721	4	.680	1.090	.373	NS
	Within Groups	28.082	45	.624			
	Total	30.803	49				
OC	Between groups	.620	4	.155	.273	.894	NS
	Within Groups	25.555	45	.568			
	Total	26.175	49				
INT	Between groups	2.060	4	.515	.360	.836	NS
	Within Groups	64.408	45	1.431			
	Total	66.468	49				
OCBI	Between groups	3.290	4	.823	.490	.743	NS
	Within Groups	75.540	45	1.679			
	Total	78.830	49				

	Within Groups	25.574	45	.568			
	Total	27.080	49				

[JE - Job engagement, OE - Organization engagement, JC - Job characteristics, RR - Rewards and Recognition, DJ - Distributive justice, PJ - Procedural justice, POS - Perceived organizational support, PSS - Perceived supervisor support, JS - Job satisfaction, OC - Organizational commitment, INT - Intent to quit, OCBI - Organizational Citizenship Behavior Individual, OCBO - Organizational Citizenship Behavior Organization.]

INTERPRETATION:

The above table - 10 gives the inputs for testing the hypothesis. It can be seen that the significance level is >0.05 for all the constructs of employee engagement. Only Job Engagement has significance level of <0.05 . Therefore the null hypothesis is accepted.

Hence, it can be concluded that **the groups are homogenous with respect to their perception of the various constructs of employee engagement, based on the criteria of Income.**

TABLE – 11 One-way Anova across Qualification

		Sum of Squares	df	Mean Square	F	Sig.	S/NS
JE	Between groups		4	1.239	1.926	.122	NS
	Within Groups	28.950	45	.643			
	Total	33.907	49				
OE	Between groups	1.573	4	.393	.992	.422	NS
	Within Groups	17.831	45	.396			
	Total	19.404	49				
JC	Between Groups	1.280	4	.320	.551	.699	NS
	Within Groups	26.113	45	.580			
	Total	27.393	49				
RR	Between groups	.761	4	.190	.391	.814	NS
	Within Groups	21.882	45	.486			
	Total	22.643	49				
DJ	Between groups	4.362	4	1.091	.662	.622	NS
	Within Groups	74.189	45	1.649			
	Total	78.551	49				
PJ	Between groups	2.712	4	.678	2.040	.105	NS
	Within Groups	14.959	45	.332			
	Total	17.671	49				
POS	Between groups	1.577	4	.394	1.206	.322	NS
	Within Groups	14.717	45	.327			
	Total	16.294	49				
PSS	Between groups	5.249	4	1.312	2.673	.044	S
	Within Groups	22.096	45	.491			
	Total	27.345	49				
JS	Between groups	3.485	4	.871	1.435	.238	NS
	Within Groups	27.318	45	.607			
	Total	30.803	49				
OC	Between groups	1.756	4	.439	.809	.526	NS
	Within Groups	24.419	45	.543			
	Total	26.175	49				
INT	Between groups	11.591	4	2.898	2.376	.066	NS
	Within Groups	54.877	45	1.219			
	Total	66.468	49				
OCBI	Between groups	5.063	4	1.266	.772	.549	NS
	Within Groups	73.767	45	1.639			
	Total	78.830	49				

	Within Groups	22.731	45	.505			
	Total	27.080	49				

[JE - Job engagement, OE - Organization engagement, JC - Job characteristics, RR - Rewards and Recognition, DJ - Distributive justice, PJ - Procedural justice, POS - Perceived organizational support, PSS - Perceived supervisor support, JS - Job satisfaction, OC - Organizational commitment, INT - Intent to quit, OCBI - Organizational Citizenship Behavior Individual, OCBO - Organizational Citizenship Behavior Organization.]

INTERPRETATION:

The above table - 11, gives the inputs for testing the hypothesis. It can be seen that the significance level is >0.05 for all the constructs of employee engagement. Only Perceived supervisor support has significance level of <0.05 . Therefore the null hypothesis is accepted.

Hence, it can be concluded that **the groups are homogenous with respect to their perception of the various constructs of employee engagement, based on the criteria of Qualification.**

FINDINGS, SUGGESTIONS AND CONCLUSION

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- ❖ Majority 18% of respondents belong to Marketing Department.
- ❖ Majority 52% of the respondents are between age group of 31 – 40.
- ❖ 26% of the respondents have 2 – 3 of experience in the company.
- ❖ 48% of the respondents earn Rs 10001 – 15000 as their income per month.
- ❖ Majority 52% of the respondents have their Degree as their Educational Qualification.
- ❖ The dimension 'Job Engagement' shares a fairly high degree of relationship with almost all the other dimensions of employee engagement.
- ❖ 'Organizational Commitment' has the lowest degree of relationship with all the other dimensions of employee engagement.
- ❖ Intention to quit has negative relation to Job Engagement, Organizational Commitment, Distributive justice and Procedural justice.
- ❖ The groups are homogenous with respect to their perception of the various constructs of employee engagement, based on the criteria of Designation.
- ❖ The groups are homogenous with respect to their perception of the various constructs of employee engagement, based on the criteria of Age.
- ❖ The groups are homogenous with respect to their perception of the various constructs of employee engagement, based on the criteria of Experience.
- ❖ The groups are homogenous with respect to their perception of the various constructs of employee engagement, based on the criteria of Income.
- ❖ The groups are homogenous with respect to their perception of the various constructs of employee engagement, based on the criteria of Qualification.

5.2 SUGGESTIONS

- The employees give maximum importance to Organizational Commitment and their Job.
- Superior should always support the employees to retain the employees for long run in the organization.
- There should always be frequent interactions between top management and employees.
- The strategies which are initiated in recent days can be maintained in a proper way to keep employees engaged.

5.3 CONCLUSION

Although employee engagement has become a hot topic among practitioners and consultants, there has been practically no empirical research in the organizational behavior literature. This has led to speculation that employee engagement might just be the “flavor of the month” or a fad with little basis in theory and research. The results of this study suggest the following:

There is a meaningful distinction between job engagement and organization engagement;

- A number of antecedent variables predict job and organization engagement;
- Job and organization engagement are related to individual consequences, and
- SET provides a meaningful theoretical basis for understanding and studying employee engagement.

5.4 SCOPE FOR FURTHER STUDY

In today's competitive world its tuff to retain employees for long run unless and otherwise they are closely engaged in job and the organization. When crafting a Strategic Diversity Management Plan, retention is often framed as a key economic driver for diversity & inclusion efforts. It costs an organization a significant dollar amount whenever an existing employee must be replaced. These costs include termination processes, recruiting a new employee, on boarding processes and decreased productivity in response to the new employee's learning curve as he or she acclimates to the new position. Diverse & inclusive organizational climates, however, reduce turnover and increase retention. Retention is also important for an organization in intellectual and cultural terms.

Organizations with high turnover (and low retention) often suffer from "brain drain," a situation in which few individuals contain the organization's long-term memory. Organizations with high retention (and low turnover) typically have strong, sustainable corporate cultures that can act as key differentiators in the marketplace. It is important to note that no organization can claim 0% turnover, and that new talent can often bring new energy to an organization; still, keeping retention high is a crucial success factor to consider. As situation differs from time to time, it is must to check that how well the Employees are engaged to the organization which affects productivity of the concern.

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QUESTIONNAIRE

GENERAL INFORMATION

1. Designation
a) Purchase b) Sales c) Production d) Marketing e) Service f) Accounts g) Admin
2. Age
a) 21-30 b) 31-40 c) 41-50 d) 51-60 e) 61 and Above
3. Year of Experience
a) 0-1 b) 1-2 c) 2-3 d) 3-4 e) 4-5 f) 5-6
4. Monthly Income
a) 5001 – 10000 b) 10001-15000 c) 15001-20000 d) 20001- 25000 e) 25001 & above
5. Education
a) Below 10th b) 10th c) 12th d) Degree e) Post Graduation

The below questionnaire comprises of Likert Scale. (1 - Strongly disagree, 2 - Disagree, 3- Neither Disagree nor Agree, 4 - Agree and 5 - Strongly Agree)

Sl. No	Particulars	1	2	3	4	5
1	I really "throw" myself into my job.					
2	Sometimes I am so into my job that I lose track of time.					
3	This job is all consuming; I am totally into it.					
4	My mind often wanders and I think of other things when doing my job.					
5	I am highly engaged in this job.					
6	Being a member of this organization is very captivating.					
7	One of the most exciting things for me is getting involved with things happening in this organization.					
8	I am really not into the "goings-on" in this organization.					
9	Being a member of this organization make me come "alive."					
10	Being a member of this organization is exhilarating for me.					
11	I am highly engaged in this organization.					
12	How much autonomy is there in your job? That is, to what extent does your job permit you to decide on your own how to go about doing the work?					
13	To what extent does your job involve doing a "whole" and identifiable piece of work? That is, the job a complete piece of work that has an obvious beginning and end? Or is it only a					

	small part of the overall piece of work, which is finished by other people or by automatic machines?					
14	How much variety is there in your job? That is, to what extent does the job require you to do many different things at work, using a variety of your skills and talents?					
15	In general, how significant or important in your job? That is, are the results of your work likely to significantly affect the lives or well-being of other people?					
16	To what extent do managers or co-workers let you know how well you are doing on your job?					
17	To what extent does doing the job itself provide you with information about your work performance? That is, does the actual work itself provide clues about how well you are doing – aside from any “feedback” co-workers or supervisors may provide?					
18	A pay raise.					
19	Job security.					
20	A promotion.					
21	More freedom and opportunities.					
22	Respect from the people you work with.					
23	Praise from your supervisor.					
24	Training and development opportunities.					
25	More challenging work assignments.					
26	Some form of public recognition (e.g. employee of the month).					
27	A reward or token of appreciation (e.g. lunch).					
28	Do the outcomes you receive reflect the effort you have put into your work?					
29	Are the outcomes you receive appropriate for the work you have completed?					
30	Do your outcomes reflect what you have contributed to the organization?					
31	Are your outcomes justified given your performance?					
32	Have you been able to express your views and feelings during those procedures?					
33	Have you had influence over the outcomes arrived at by those procedures?					
34	Have those procedures been applied consistently?					
35	Have those procedures been free of bias?					
36	Have those procedures been based on accurate information?					
37	Have you been able to appeal the outcomes arrived at by those procedures?					
38	Have those procedures upheld ethical and moral standards?					
39	My organization really cares about my well-being.					
40	My organization strongly considers my goals and values.					

41	My organization shows little concern for me.					
42	My organization cares about my opinions.					
43	My organization is willing to help me if I need a special favor.					
44	Help is available from my organization when I have a problem.					
45	My organization would forgive a honest mistake on my part.					
46	If given the opportunity, my organization would take advantage of me.					
47	My supervisor cares about my opinions.					
48	My work supervisor really cares about my well-being.					
49	My supervisor strongly considers my goals and values.					
50	My supervisor shows very little concern from me.					
51	All in all, I am satisfied with my job.					
52	In general, I do not like my job.					
53	In general, I like working here.					
54	I would be happy to work at my organization until I retire.					
55	Working at my organization has a great deal of personal meaning to me.					
56	I really feel that problems faced by my organization are also my problems.					
57	I feel personally attached to my work organization.					
58	I am proud to tell others I work at my organization.					
59	I feel a strong sense of belonging to my organization.					
60	I frequently think of quitting my job.					
61	I am planning to search for a new job during the next 12 months.					
62	If I have my own way, I will be working for this organization one year from now.					
63	Willingly give your time to help others who have work-related problems.					
64	Adjust your work schedule to accommodate other employees' requests for time off.					
65	Give up time to help others who have work or non-work problems.					
66	Assist others with their duties.					
67	Attend functions that are not required but that help the organizational image.					
68	Offer ideas to improve the functioning of the organization.					
69	Take action to protect the organization from potential problems.					
70	Defend the organization when other employees criticize it.					

***** Thank You for Your Help *****