

Major Research Project

A Study on Employee Engagement

Submitted By

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Certificate

This is to certify that **Shikha Joshi, 2K21/DMBA/114** has submitted the Major Research Project report titled **A Study on Employee Engagement** in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA) from Delhi School of Management, Delhi Technological University, New Delhi during the academic year 2022-23.

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Declaration

I, **Shikha Joshi**, a student of Delhi School of Management, Delhi Technological University hereby declare that the Major Research Project Report on **A Study on Employee Engagement** submitted in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA) is the original work conducted by me. I also confirm that neither I nor any other person has submitted this project report to any other institution or university for any other degree or diploma. I further declare that the information collected from various sources has been duly acknowledged in this project.

Shikha Joshi

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Acknowledgment

I would like to express my sincere gratitude to everyone who has contributed to the successful completion of this major research project on the employee engagement process.

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Finally, I express my sincere thanks to my Parents, Friends, and all the faculty of the Delhi School of Management for their valuable suggestions in completing this Project Report.

Executive Summary

The report based on my major research project starts with an introduction of the research project, scope, and objectives of the project, leading to the literature review, conceptual framework of employee engagement, research methodology and analysis.

This research project is on the employee engagement process which helps me in exploring the employee engagement process and its effects on organizational performance. The study aimed to identify the key drivers of employee engagement and to understand how an organization's engagement process impacts the employee's attitudes and effects their performance

To achieve these objectives, quantitative research approach was adopted, which included a comprehensive literature review, and a quantitative survey of 101 employees from a variety of industries.

The findings of this study suggest that employee engagement is a multidimensional concept that is influenced by a range of factors, including leadership, reward and recognition, job satisfaction, and employee personal growth and development. The study also found that effective measurement and management of employee engagement requires a comprehensive and holistic approach that takes into account the unique needs and characteristics of each organization.

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Chapter- I

Introduction

This chapter consists of the introduction of the background of the project, the research topic, and objectives and as well as provides a clear overview of the scope of the research.

1.1 Background

Employee engagement refers to the extent to which a worker is committed and actively participates in their organization. When an employee is engaged, they have a clear understanding of the company's goals and work collaboratively with their colleagues to enhance work outcomes, ultimately contributing to the organization's success.

As the global workplace becomes more dynamic and competitive, maintaining a competitive advantage is crucial to achieving success. This has made it increasingly important for stakeholders to identify ways to sustain employee well-being in the context of work. To achieve high performance, managers require proactive and dedicated employees who feel energized in their work. Therefore, organizations need to prioritize an employee-centric approach and explore ways to enhance employee satisfaction by providing opportunities for them to express their opinions. Furthermore, organizations should assess how senior management responds to employee feedback to ensure that employees feel heard and valued. And so, for fulfilling all the goals, an organization is required to focus more on the engagement process so that employees feel more responsible towards the organization because engagement is a significant contributor to productivity, profitability, and overall performance whereas disengagement causes low profitability and performance.

1.2 Problem Statement

This research project consists of a study on the employee engagement process and the impact of the process on performance and overall productivity.

1.3 Objectives of the Study

The objectives of this Major Research project are:

To identify and study the different drivers of engagement activities.

To identify the impact of the engagement process on the employee attitude and perception.

To study the effect of employee engagement activities on their performance and working pattern.

1.4 Scope of Study

The scope of this study is very vast because in today's scenarios where organizations achieve competitive advantage due to their employee's skills, so for this continuous committed growth, organizations have to focus on how to make the employee more engaged. After all, it will help the organization to reduce its attrition rate and to increase their efficiency and effectivity. The study will also help me to understand the relationship between employee engagement and their performance levels and superior business results.

Chapter-2

Literature Review

2.1 Overview:

Employee Engagement is defined as the participation and enthusiasm of employees in their workplace. This concept was introduced by Kahn in 1990 in his article “Psychological conditions of Personal Engagement and Disengagement at work”.

The Process of engagement plays an important role in increasing the productivity of the organizations because engaged employees have a high level of enthusiasm and energy in their workplace and mostly remain fully immersed in their work (Macey & Schneider,2008; May, Gilson, & Harter,2004). Recent studies have proved that employee engagement is directly proportional to employee satisfaction (Salanovo, Agut & Peiro,2005) role performance (Schaufeli, Taris, & Baker, 2006), and financial returns (Xanthopoulou, Bakker, Demerouti & Schaufeli,2009). In today’s scenario where organizations want to compete with their competitors, they have to start focusing on the employee engagement process, for that, every organization has to identify the key drivers of the engagement process.

2.2 Definition of Employee Engagement:

According to Kahn (1990), employee engagement is the bridge that connects employee’s participation with their roles and work titles.

According to Schaufeli et al. (2002), employee engagement is a mental state related to work that is positive, satisfying, and characterized by three key elements: vigor, dedication, and absorption.

2.3 Role of Employee Engagement in the economy:

India's economy is ranked third globally in terms of Purchasing Power Parity (PPP) and fifth based on Gross Domestic Product (GDP). Furthermore, it is anticipated that India will be among the top three global economies in the coming decade. India is a country with diverse demographics and a

significant human capital pool, which makes it crucial to understand employee engagement drivers and devise strategies to cultivate and retain engaged employees. Employee engagement has been linked to various favorable outcomes, including job satisfaction, productivity, job performance, customer satisfaction, and employee retention. Therefore, this study's significance lies in its ability to assist firms in identifying areas that require improvement to enhance job satisfaction, job performance, and customer satisfaction.

The objective of this study is to investigate the dimensions that have a direct or indirect influence on employee engagement levels and their resulting positive impact on organizational outcomes.

2.4 Drivers of Employee Engagement

In a study by V. Vijay Anand & C. Vijay Banu (2016), employee engagement was identified as a crucial factor in organizational sustainability and a powerful tool for retention. The study found that job satisfaction, compensation, performance appraisal, future growth opportunities, teamwork, and communication were significant drivers of employee engagement.

Similarly, S. Kiruthika and Dr. V. Kavitha's (2015) research demonstrated that rewards and recognition were the most influential factors of employee engagement. The study also revealed a positive correlation between other factors such as work environment, role, training and development, and employee engagement.

In another study by Dr. Samuel Obino Mokayo and Maureen Jerotich Kipyegon (2014), future growth and career development opportunities, performance management, pay and benefits, and recreation facilities were found to be highly influential factors in employee engagement. The study also ranked these factors and found that remuneration had the highest impact on employee engagement, while recreation facilities had the least.

Madhura Bedarkar and Deepika Pandita (2013) conducted a study on the drivers of employee engagement and their impact on employee performance. The study concluded that leadership, communication, and work-life balance were the most critical drivers of employee engagement and essential for organizational success.

Swathi.S (2013): According to the study, there is no single factor of effective Employee Engagement that will be applicable on all persons and industry. It will vary from person to person and from industry to industry.

A Thiagarajan B & Renugadevi V (2011), According to this study, employee engagement is closely related with personal growth and development, performance evaluation & appraisals, and motivational factors. The implication is that leaders should foster a culture of engagement and career development opportunities that matter most, improved performance should promote work-life balance, and these practices help increase engagement. That's it.

According to Susi & Jawaharrani (2011) Employee Engagement Literature Review, the workplace culture, work-life balance policies and practices adopted in the industry promote employee engagement within the organization, increasing productivity and retention. increase. Work-life balance is an important factor in employee satisfaction.

Based on the above literature, it is observed that major drivers of employee engagement are evolving around 5 factors. These 5 key drivers are Work Culture, Job Satisfaction, Leadership, Rewards & Recognition, and Career development.

2.4.1 Work Culture

An organization's culture encompasses the principles and actions that define how things are done within it. It involves everything from the way people communicate and interact with each other to the way they approach their work and the level of autonomy and collaboration that exists within the organization. It greatly affects employee engagement and is influenced by the leadership and management practices in place. For instance, in a company that values innovation, engagement may be tied to employees' willingness to express new ideas. In contrast, in a company focused on efficiency, collaboration and execution may be key drivers of engagement.

Organizational culture refers to the shared values, beliefs, and behaviors that shape how people interact within a workplace to achieve goals. Scholars including Schneider et al. (2013), Yirdaw (2016), and Weber and Tarba (2012) recognize the importance of organizational culture in fostering teamwork and improving performance. Even companies operating in similar industries, such as Apple, IBM, and HP, have unique cultures that distinguish them from one another. For

instance, Apple prioritizes simplicity, innovation, and style, while IBM values long-term thinking and employee loyalty, and HP emphasizes autonomy and innovation. Strong organizational cultures have been shown to have a positive impact on corporate governance and management, and many business leaders, including Warren Buffet and Howard Schultz, stress the importance of establishing a strong culture for achieving organizational success.

2.4.2 Job Satisfaction

Locke (1976) defined job satisfaction as a positive emotional state that arises from an individual's evaluation of their work or work experience. It reflects an employee's perception of different aspects of their job. High job satisfaction has been linked to better work engagement and employee performance. In fact, job satisfaction has the strongest effect on employee engagement. Without job satisfaction, an employee is unlikely to become engaged in their work. Therefore, job satisfaction is crucial for creating engaged employees.

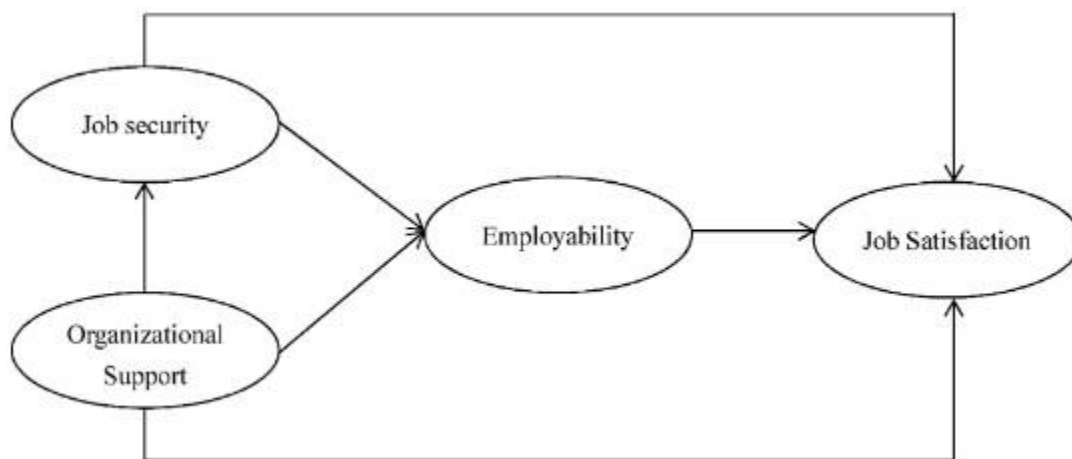


Fig 2.1 Factors that results Job Satisfaction

Source: <https://doi.org/10.3390/ijerph16142613>

As per "Engaging for Success," the employee voice is a crucial indicator of the level of engagement within an organization. Therefore, companies need to establish effective mechanisms to provide a platform for employees to express their opinions. This process can involve multiple channels, including technology, social media, training, individual and group meetings, newsletters, and informal conversations. According to Gregorio, it is essential to ensure that these mechanisms are available to prevent employees' emotional backpacks from becoming too heavy, thereby affecting

their engagement levels. He emphasizes that creating opportunities for employees to voice their opinions positively impacts the organization by providing a sense of influence and fulfillment.

2.4.3 Leadership

"Although there is some variation among analyzes of engagement, there is broad agreement on the impact of leadership.

Mark Gregory, the founder of Unleash and Engage, emphasizes that the quality of leadership plays a crucial role in determining employee engagement. It is not only important for leaders to promote engaged employees but also for them to communicate their own level of engagement to wider groups. Unfortunately, many employees do not have direct access to the board of directors, CEO, or other key business influencers within their organization, except for those who work in small organizations. Hence, the only relationship that most employees have with their organization is with their line manager, colleagues, and team.

According to Mark Gregory, founder of Unleash and Engage, leadership plays a critical role in employee engagement, as leaders must not only promote engagement but also communicate their own engagement to others. He identifies four sub-components of engagement, which include trust, clarity of purpose, system alignment, and unleashing talent. However, he emphasizes that a leader's own engagement is also essential, as it can be challenging to engage others if they themselves are not engaged. Middle management is a layer that is often disconnected, as companies assume that this level does not need involvement, leading to employees going above and beyond while their managers do not. Therefore, it is crucial to involve managers in the engagement process to ensure successful outcomes.

According to Paul Beesley, effective employee engagement relies on managers' ability to translate the company's overall vision into everyday tasks: "Leaders who understand employee engagement stay true to the company's past, present, and future. They communicate this vision effectively to their employees." He shares a story about Kennedy's visit to Cape Canaveral during the US space program in the 1960s. When Kennedy asked a man sweeping the launch pad what his role was, the man replied, "I'm putting a man on the moon." This highlights the importance of instilling a

"cathedral building" mentality in employees, where they see the connection between their actions and the bigger picture.

2.4.4 Rewards and Recognition



Fig 2.2: Enhancing Employee Engagement and company performance through Rewards and Recognition

Source: Effective Rewards and Recognition Strategy Journal by Pankaj M Mandhani

Rewards and recognition can improve employee engagement and company performance in a world where four out of ten workers are not engaged (Brown and Reilly 2013).

According to research conducted by AON Hewitt, rewards and recognition have emerged as the most crucial factor in motivating employees worldwide, surpassing leadership and growth opportunities within the organization. Previously considered the third most significant incentive, rewards and recognition have now taken the top spot as the key driver of employee engagement worldwide. The performance of employees can be positively impacted by recognition, which helps to align people with the values of the company, promotes a culture of doing the right thing, and establishes a positive emotional connection between employers and employees.

By rewarding specific behaviors and results, these actions are positively reinforced, leading to company growth. Rewards can include gifts, bonuses, and recognition, which can motivate different personalities, inspire future achievements, ignite competition, and build loyalty through the release of the hormone oxytocin. The theory of reciprocity also plays a role, as it motivates receivers to do something in return for the giver. In the context of employee engagement, this can

be a beneficial outcome for the organization that provides the reward. The reward system contains both intrinsic and extrinsic rewards, including wages, bonuses, accolades, flexible work schedules, and social benefits. This system can help businesses recruit, retain, and inspire staff members to provide top-notch performance. According to studies done in the public service sector of Anambra State, Nigeria, internal rewards like staff development, recognition, and prizes have a significant and favourable impact on employee performance. All businesses need motivated employees since it improves both individual and group performance. Engagement may increase when managers receive training on how to handle operational and recognition requirements.

2.4.5 Career Development :

Career development is a crucial factor that can influence employee engagement. When employees perceive that their employer offers opportunities for them to develop and advance their careers within the organization, they tend to feel more motivated, committed, and involved in their work.

The impact of career development on employee engagement can be observed in several ways. Firstly, it can enhance employee motivation, as workers who see a clear path for career growth are likely to work harder and take pride in their work.

Secondly, it can promote employee loyalty, as employees who perceive that their employer values their professional development are more likely to be committed to the organization.

Thirdly, it can improve employee retention, as workers who have opportunities for career growth and advancement are less likely to leave for other job opportunities.

Moreover, career development initiatives can help employees acquire new skills, which can lead to greater confidence, job satisfaction, and engagement.

Additionally, companies that prioritize career development often cultivate a positive organizational culture that promotes learning, growth, and collaboration. Such a culture can enhance employee engagement and contribute to a more productive and cohesive workforce.

In summary, career development is an essential factor that organizations should consider when seeking to improve employee engagement. By investing in employee development and growth, companies can create a motivated, committed, and productive workforce that is aligned with the organization's goals.

Chapter - 3

Theoretical Framework

Employee engagement is a crucial factor for the achievement of any organization. When employees are fully engaged, they sustain with the company for a longer period and participate more actively in the organization's activities. While the term "employee engagement" may seem like a recent buzzword, it has been a management practice for several decades. In today's scenario where companies are facing highly competition, they must recognize the significance of managers in retaining employees and ensure that they embrace employee engagement philosophy and practices

Employee engagement is a crucial concept in human resource management that pertains to the level of enthusiasm and dedication an employee has toward their job. It helps describe the nature of the relationship between an organization and its workforce in both qualitative and quantitative terms.

3.1 Types of employees on the basis of Engagement:



Fig 3.1 Maslow's Hierarchy of Needs

Source: <https://www.ovationincentives.com>

Engaged Employees- Engaged employees are defined as those who are emotionally invested in their work and feel passionate about their profession. They drive innovation and contribute to the success of the company by being dependable, productive, and results-oriented.

Non-Engaged Employees- Non-engaged employees simply show up for work and comply with requests, but lack enthusiasm or passion for their jobs. They have no strong emotional attachment to their employer or job and may easily be swayed by other employment opportunities.

Actively Disengaged Employees- Actively disengaged employees are identified because they not only feel unhappy at work, but they also express it in their attitudes and behaviors. They exhibit uncooperative and sometimes even antagonistic behavior that can harm their team and the company's bottom line.

Models of Employee Engagement

The employee engagement model serves as a blueprint for comprehending the elements that contribute to employee productivity and happiness in the workplace.

It utilizes principles of organizational psychology to aid companies in formulating their own employee engagement systems. The most popular employee engagement models employ a theater framework of organizational behavior and human resource management, with each model offering a distinct approach to improving employee engagement.

Although research and strategy methods vary among companies, it is essential to learn from these models and apply employee engagement best practices that suit the organization's needs. By doing so, organisation can develop an effective employee engagement strategy.

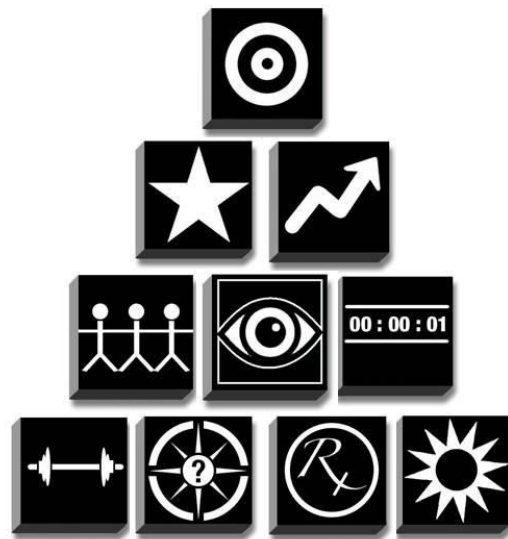
The best 3 employee engagement models are as follow:

- The Zinger Model
- The Deloitte Model
- The Aon Hewitt Model

3.2.1 The Zinger Model

This model focus on to improve the employees essential or core needs.

The Zinger model outlines ten crucial actions that managers should take to promote employee engagement.



The Pyramid of Employee Engagement Actions for Managers

Fig 3.2 Zinger model Pyramid

Source: <https://www.davidzinger.com>

The employee engagement model developed by David Zinger takes the form of a pyramid, outlining the significance of employee engagement and the importance of meeting employee needs such as their well-being and working needs in achieving desired outcomes.

Each tier of the pyramid represents a crucial step toward promoting engagement in the workplace.

➤ **Bottom line:**

At the bottom of the pyramid, there are four essential actions that must be taken to ensure that employees are equipped to perform their jobs effectively.

These include enhancing well-being, enlivening energy, making meaning, and leveraging strengths.

- **Enhance well-being:** To enhance well-being, it's essential to develop a workplace culture that emphasizes on physical and mental health, psychological safety, and work-life balance. Respectful managers, generous vacation time, and sick leave policies can also contribute to employee well-being.
- **Enliven energy:** Enlivening energy involves creating a work environment that energizes employees and motivates them to perform their best. Monitoring employee energy levels regularly can help identify any blockages or leaks and improve the work environment accordingly.
- **Make meaning:** Making meaning is all about helping employees find purpose in their work by understanding the larger context of their role and its impact on the company and society. This can help motivate employees to remain with the organisations for a longer time.
- **Leverage strengths:** Leveraging strengths involves creating an environment that allows employees to develop and exercise their skills. This approach encourages engagement and helps build a stronger organization by maximizing the potential of each employee.

➤ **Second line:**

- **Connect the company:** The second level of Zinger's pyramid emphasizes connecting individuals to the larger organization. The main activities here include building relationships, promoting recognition, and managing moments to boost engagement.
- **Build relationships:** We all know that building networking or can say relationship is crucial to achieving the targets, but generic team-building exercises may not be enough to

drive engagement. Managers should create opportunities for employees to form working relationships through in-person or virtual team-building activities.

- **Promote recognition:** This strategy entails fostering an environment where managers and employees can exchange constructive ideas and manager can recognize and appreciating employees good work, which helps them maintaining a high levels of employee engagement.
 - **Masterful moments:** To ensure employees remain engaged in their work, it's crucial that they are mentally and emotionally invested while on the job. This can be facilitated by managers who establish daily communication to encourage dialogue, request feedback, and address any challenges that arise. The objective is to sustain employee engagement by creating meaningful and impactful interactions.
- **Third row:** The third row of Zinger pyramid totally focus on the performance part of the employee.
- **Performance improvement:** The third stage of Zinger's pyramid aims to transform the community and individual involvement into workable strategies for performance enhancement. Monitoring progress and and maximizing performancee is a crucial at this level.
 - **Maximize performance:** When workers believe that management is interfering with their ability to produce their best job, they may become irate. Processes and tools that limit employee productivity or a breakdown in performance goal communication are both examples of obstacles. Giving employees a goal and a clear justification for that objective is crucial for maintaining their engagement. Even if achievement takes time, regularly monitoring progress towards that objective makes employees feel valued and inspired to keep up their efforts. Employee skill development and a feeling of purpose are both fueled by a progress-focused mindset, which ultimately improves performance and yields better results for the company.
- **Top of the pyramid:** The top pyramid of Zinger model focus on results and achievements.

The primary objective of any employee engagement initiative is to cultivate engaged employees who can drive productivity and growth. To achieve this objective, it is essential to set clear strategic engagement goals at the outset of the journey. These goals should include measurable metrics such as NPS, employee engagement, and retention rates, as well as team KPIs, to monitor progress and align efforts towards achieving concrete results..

3.2.2. The Deloitte Model

“Engage employees by creating a culture where people are involved, respected, and challenged.”

Deloitte's approach to employee engagement focuses on building an attractive workplace that employees are eager to come to every day.

The foundation of this approach is a strong organizational culture consisting of five key elements, each of which produces unique outcomes.



Fig 3.3 Deloitte's 5 Elements of Engagement

Source: <https://www.DUpres.com>

Similar to Zinger's model, Deloitte's employee engagement model places a significant emphasis on the importance of meaningful work. Deloitte identifies four crucial elements to help employees find meaning in their work:

➤ **Meaningful Work**

- **Autonomy:** Giving employees more autonomy and control over their work can help them thrive and find more meaning in their work. This includes giving employees ownership and control over their tasks and responsibilities.
- **Cultural Fit:** Academic qualifications and work history alone are not sufficient indicators of an employee's fit with the organization's goals and purpose. Deloitte recommends prioritizing employees who align with the company's culture and demonstrate genuine interest in the job itself.
- **Small, Productive Teams:** Small teams foster camaraderie, autonomy, and quicker decision-making, which can be more challenging to achieve in larger teams. Deloitte suggests following Jeff Bezos' "two pizza rule," which means keeping the team small enough to be fed by two pizzas.
- **Time for Rest and Recovery:** Disengaged employees are at risk of experiencing burnout. To help prevent burnout and promote employee well-being, Deloitte recommends creating opportunities for rest, such as Google's "20% rule," where employees have dedicated time for passion projects, or simply blocking out time for personal days. Effective management is also essential in implementing an employee experience strategy, and managers should be empowered and motivated to support their employees.

➤ **Hands on Management:**

- **Setting clear and transparent goals:** Managers have a critical role to play in employee engagement, and there are a few key strategies they can use to promote it. Firstly, they should set clear and transparent goals that are reviewed regularly to avoid confusion and frustration. They can also coach their employees and provide regular feedback to improve engagement. Investing in leadership development is also crucial, including hiring the right managers, providing mentorship to first-time managers, and prioritizing continuous

learning and development. Finally, traditional performance appraisals should be rethought to focus on growth opportunities rather than grades..

- **Coaching** To promote employee engagement, managers must take an active role in setting clear, transparent goals and coaching their employees. They can use strategies like Objectives and Key Results (OKRs) to simplify the goal-setting process and provide regular feedback. Additionally, investing in leadership development is crucial for creating engaged teams, which involves hiring the right managers, providing mentorship to new managers, and prioritizing continuous learning and development. Finally, performance management should be rethought to emphasize growth opportunities instead of grades.
- **Performance management:** Employee engagement relies heavily on effective management practices, which include setting clear and transparent goals, coaching employees, and prioritizing leadership development. Using strategies like OKRs can simplify the goal-setting process, while regular feedback and coaching can improve engagement. Investing in the development of leaders is also essential, from hiring the right managers to providing mentorship and ongoing learning opportunities. Finally, performance management should be reimagined to focus on growth opportunities rather than formal appraisals.

➤ **Positive work environment**

To establish a workplace that employees anticipate coming to every day, it is essential to create an environment where they feel valued, appreciated and at ease. To accomplish this, an organization require the following:

- **Acknowledge that employees are human beings** with personal lives that can't be entirely separated from their work, and create a flexible and compassionate work environment. This can be achieved through policies like flexible schedules and remote work arrangements, allowing employees to work effectively.
- Foster a **culture of recognition** by implementing a peer review program that continually improves progress and helps the employees to accomplish their goals..

- Encourage an **inclusive and diverse workplace** by empowering everyone to share their ideas, knowledge, and abilities. Promoting inclusivity can benefit everyone in the workplace.

➤ **Growth opportunities**

Employees who stop working lose the desire to do their jobs To prevent employees from losing their motivation, the following factors should be provided:

- **On-the-job support and training** to ensure both personal and professional growth.
- **Opportunities for internal mobility** to encourage employees to stay with the company and seek growth opportunities.
- Establishing a **learning culture** by offering resources and support for employees to learn and develop new skills.

Trust in leadership

The final critical element for employee engagement is leadership committed to their employees, which can be achieved by:

- **Clearly understanding** and communicating the company's mission and purpose to inspire employees.
- Continuously **investing in people** by providing feedback, involvement, and learning opportunities.
- Cultivating **transparency** to build trust and a sense of connection with employees.
- Providing **inspiration** by setting a positive tone and attitude that aligns with the company's values. By adopting the Deloitte model, companies can create a culture where employees are excited to work and where management at all levels supports employee engagement.

3.3 AON Hewitt Model

To create a comprehensive employee engagement strategy, it is crucial to monitor the correlation between engagement drivers and business outcomes. Aon Hewitt's employee engagement model incorporates business results as a crucial factor. It acknowledges that employee engagement has a direct influence on various organizational metrics, including customer satisfaction, profits, and other factors. Although the research strongly establishes this relationship, it is easy to become overly involved in engagement initiatives and overlook the bigger picture. Therefore, it is important to maintain a focus on business outcomes while designing and implementing employee engagement strategies.

Aon Hewitt's model adds a mediator, engagement outcomes, which connects the relationship between business goals and engagement drivers. This helps managers to measure the level of engagement by providing goalposts.



Fig 3.4 Aon Hewitt Employee Engagement Model

Source: <https://www.contactmonkey.com/blog/employee-engagement-models>

he three outcomes of employee engagement are represented by the phrase "say, stay, and strive." Each of these outcomes illustrates a characteristic of an engaged employee:

- "Say" refers to an engaged employee who speaks positively about the organization to coworkers, network, or customers.
- "Stay" implies that the employee is not just working for the paycheck but has developed a sense of loyalty to the organization, a connection to the people, and job satisfaction, which encourages them to stay with the company.
- "Strive" denotes an engaged employee who is motivated and inspired to give their best effort and often goes above and beyond what is expected of them.

To assess the impact of engagement initiatives, it is essential to monitor and evaluate the outcomes through employee surveys and compare them with the company's key performance indicators (KPIs). This analysis enables you to measure the success of your engagement strategies and demonstrate their return on investment. To achieve favorable business and engagement outcomes, it is crucial to align the six actionable "leverage forces" that define your organizational culture. Aon Hewitt categorizes these drivers into two groups: fundamentals and differentiators. The core business infrastructure is the focus of the key enablers, which include the basic elements necessary for an organization to function effectively.

To create an engaged workforce, employers must address their employees' basic needs such as job security, fair compensation, confidence, and work-life balance. Companies can support their employees by implementing effective communication, HR policies, and tools to promote engagement. Additionally, employers should focus on creating mentally stimulating work environments that encourage collaboration and autonomy. Establishing distinctive engagement factors such as social responsibility, career growth opportunities, and recognition programs can also foster employee loyalty and satisfaction. By tracking patterns in engagement results and measuring success, companies can continuously shape their culture to align with both employee and business goals. Leadership involvement and consideration of employee feedback are crucial in building trust and driving engagement.

10 C's of Employee Engagement by Dam Crim and Gerard Seijts

- **Connect-** According to the **Dam Crim and Gerard Seijts** top management have a crucial role in fostering employee engagement. It is important for leaders to appreciate and care for their employees, and a strong relationship between a director and an employee can serve as a solid basis for promoting employee engagement.
- **Career-** In general, employees desire challenging and fulfilling jobs with opportunities for growth. At my current company, we prioritize talent development by offering leadership programs, job rotations, and other growth opportunities. We assign challenging goals to our employees that inspire them to exceed expectations, while ensuring that the objectives are achievable to prevent demotivation.
- **Clarity-** It is crucial to convey the company's vision clearly to the workers. The leaders of each department should establish specific overall objectives that will guide individual objectives. Workers should comprehend how their individual objectives align with departmental and company objectives.
- **Convey-** Effective leaders create systems and protocols that facilitate the acquisition of essential skills and streamline the accomplishment of objectives.
- **Compliment-** Leaders should provide regular recognition and praise for good performance, rather than only calling out poor performance or unachieved objectives. It is important to have a more balanced approach that involves coaching, training, and providing consistent feedback that employees can learn from and improve upon. The importance of timely feedback has been discussed in several papers and should be a regular topic of discussion for leaders and workers.
- **Contribute-** Workers who are engaged desire to make valuable contributions to the success of their department, division, and the overall company. It is crucial for workers to comprehend the link between their work and the company's goals, which can enhance their commitment and engagement with the organization and its leadership.
- **Control-** Leaders can provide opportunities for workers to have control over the pace and inflow of their jobs, which is highly valued by workers. This can be achieved by involving workers/employees in decision-making processes and fostering a culture of open-book

operation where workers are empowered to contribute to decision-making. Microsoft is an example of a company that has successfully embraced this culture and reaped its benefits.

- **Collaborate-** The concept of Patrick Lencioni's "Five Dysfunctions of a Team" is relevant, as it explores the reasons why teams fail to perform at their highest potential. In particular, collaboration and trust among team members are crucial for success. According to the authors of this article, teams that work well together tend to outperform other teams.
- **Credibility-** Maintaining a company's reputation and upholding ethical standards are crucial for leaders. They should exemplify the company's values and adhere to the highest ethical standards of integrity. Workers want to work for companies that they can be proud of.
- **Confidence-** Effective leaders earn and uphold the trust of both employees and stakeholders, including customers and suppliers. They accomplish this by aligning their actions with their words, and adhering to the highest ethical standards in their business practices.

Chapter-4

Research Methodology

This chapter consists the details of research methodology used in this project. It consists research design, research objectives, hypothesis, data collection, sampling, sampling technique and method of analysis.

4.1 Research Design:

Research Design is a blueprint of methods and techniques used by researchers to conduct this research. It forms the basis of information collection, measurement and analysis of data, helps in answering all the questions raised in research.

The research design used for this research project is descriptive and quantitative. Descriptive research design is used to obtain information to describe phenomenon, populations or situations etc. It also helps to predict or describe certain characteristics of population. Although this is a quantitative study, the research has some focus points, gathered data from a representative sample, and analyzed their findings using appropriate statistical methods.

4.2 Research Methods:

Research methods represent the way through which information should be gathered for overall project.

The research method used for this project is Questionnaire. It is a researching tool consists series of structure question which helps to collect useful information from the respondents. It is one of the fast, inexpensive and efficient means of gathering large amount of data from sample.

4.3 Data collection :

The data is based on a respondent's survey, which obtained information from primary source of data.

4.4 Source of Data :

The source of data is primary source, data is collected first handly from all respondents for this research project.

4.5 Sampling :

Sampling is the process to select the representative that represents group as whole. There are primarily two ways to select sampling such as Probability Sampling and Non Probability sampling.

In probability sampling, samples are selected randomly, which helps to eliminate bias and make robust statistical inferences about the population. On the other hand, non-probability sampling involves selecting samples based on convenience or other criteria, which allows researchers to collect data easily.

In this research Probability sampling method is used for selecting sample.

4.6 Sampling Technique :

Sampling techniques is the process to select members of the population to make inference about whole population.

In this project, Simple Random sampling technique is used where each member of population has an equal chance of being selected.

4.7 Sample Size :

Sample size refers to the total no of participation involved in study.

The sample size of the research project is 101.

4.8 Survey Instrument:

The study has been conducted through a questionnaire that consists of 4 demographic questions and statements on an employee engagement factors. The scoring has been done with the help of a Likert scale of 5 points ranging from strongly disagree to strongly agree.

1- Strongly Disagree

2-Disagree

3- Neutral

4-Agree

5-Strongly agree

4.9 Literature related to Questionnaire

S.No	Questions	Source
1	Work Culture: <ul style="list-style-type: none">• I feel respected and enthusiastic by my colleagues in the workplace.• I feel free to share my opinions with my peers• I have a clear understanding of the goals and objectives of my job.• I will recommend my organization to my friend as an employer.	"The Five Elements of a Strong Teamwork Culture"-Forbes Article
2	Job Satisfaction: <ul style="list-style-type: none">• I feel satisfied with my job roles and responsibilities.• I feel I can work in the same organization for the next 2-3 years.• I feel there is a perfect balance between work life and personal life.	"Use Employee Engagement to Navigate the Future of Work"-Gartner (2019)

3	Rewards and Recognition : <ul style="list-style-type: none"> • I feel that recognition of my work in the workplace is the biggest motivator for me. • I feel rewards should be proportional to achievements. • I feel the fair distribution of rewards and recognition improves team effort. 	<p>"The Impact of Employee Rewards and Recognition on Employee Motivation" by Ali, Farooq, and Malik (2015)</p> <p>"Fairness and Procedural Justice in Reward Allocation" by Thibaut and Walker (1975)</p>
4	Leadership <ul style="list-style-type: none"> • My manager plays an important role in my success. • My manager and supervisors are my inspirations in the workplace. • My team lead always welcomes new ideas. 	<p>"The Role of Leaders in Building a Culture of Innovation" by Hughes, Rog, and Boshoff (2018)</p>
5	Career Development <ul style="list-style-type: none"> • I feel regular feedback plays a crucial role in my achievements. • I feel organizations play a vital role in sharpening employees' professional skills. • I feel that the organization offers me opportunities to grow and learn new skills. 	<p>"The Power of Feedback" by Kluger and DeNisi (1996)</p>

Table 4.1: Literature source of Questionnaire.

Chapter -5

Data Analysis and Validation

This chapter consists of the analysis of the collected data based on the type of responses, and statistical techniques. A substantial part of the analysis consists of descriptive analysis, factor analysis, the correlation between variables, reliability test, etc.

5.1 Education Qualification of Respondents:

S.No	Particulars	Responses	Percentage
1	Graduation	66	65.34
2	Post Graduation	29	28.71
3	Ph.D.	06	5.94
4	Others	00	0.00

Table 5.1 Education Qualification of Respondents

Source: Primary Data

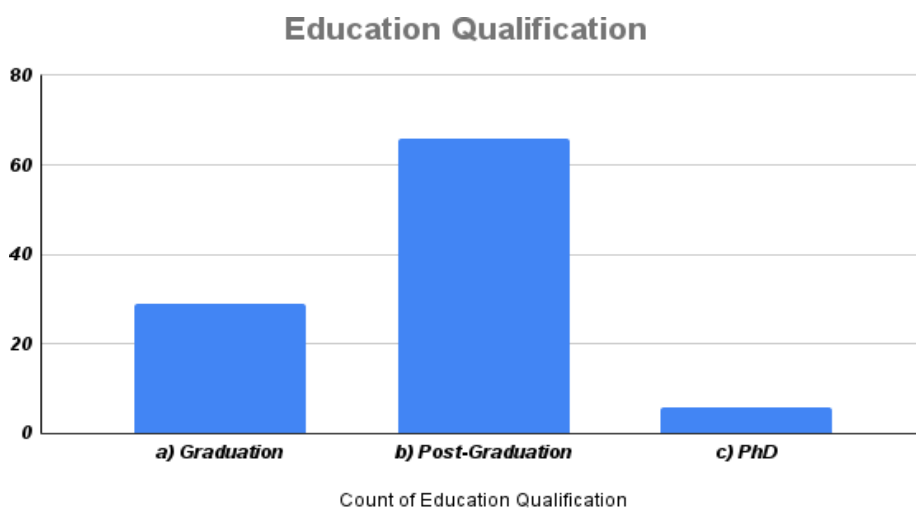


Fig 5.1 **Education Qualification of Respondents**

Source: Primary Data

Interpretation

The above chart and table give information about the education qualification of the respondents. Among 101 respondents, 65.34% respondents are graduates, 28.71% respondents are post-graduates while remaining 5.94% are Ph.D.

5.2 Table and Chart showing gender diversification:

S.No	Particulars	Responses	Percentage
1	Male	42	41.6
2	Female	59	58.4
3	Not to say	00	0.00

Table 5.2 **Gender diversification**

Source: Primary Data

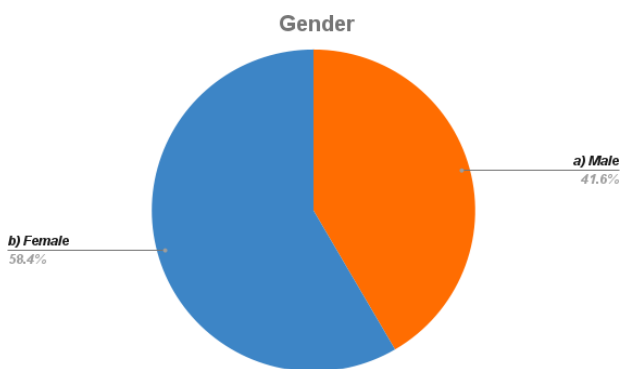


Fig 5.2 **Gender diversification**

Source: Primary Data

Interpretation

The above table and chart give information about the gender of the respondents. Among 101 respondents, 42 are males i.e. 41.6% of the total sample size, while 59 are females i.e 58.4 % of total respondents.

5.3 Domain Profile of Respondents:

S.No	Particulars	Responses	Percentage
1	HR	28	27.75
2	Finance	22	21.78
3	IT	16	15.84
4	Marketing & Sales	13	12.87
5	Operations & Supply Chain	07	6.93
6	Others	15	14.85

Table 5.3 **Domain Profile of Respondents** **Source:** Primary Data

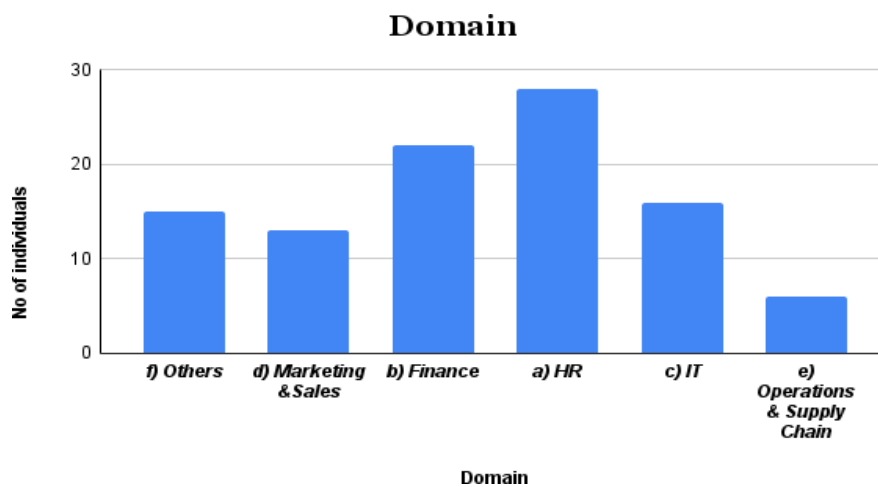


Fig 5.3 **Domain Profile of Respondents** **Source:** Primary Data

Interpretation:-

The above chart and table provide information of the domain profile of the respondents. Among 101 responses, 28 are from HR domain, 22 from Finance, 16 from IT, 13 from Marketing and Sales, 7 are from Operation & Supply chain while rest 15 from others such as journalism, biotechnology, etc.

5.4 Experience Profile of Respondents:

S.No	Particulars	Responses	Percentage
1	0-2 years	67	66.33
2	2-5 years	24	23.76
3	5-10 years	08	7.92
4	10+ years	01	0.99

Table 5.4 Experience Profile of Respondents

Source: Primary Data



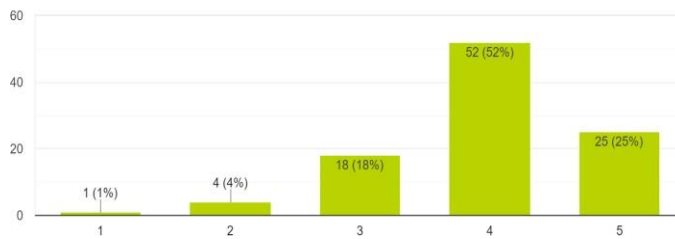
Fig 5.4 Experience Profile of Respondents

Source: Primary Data

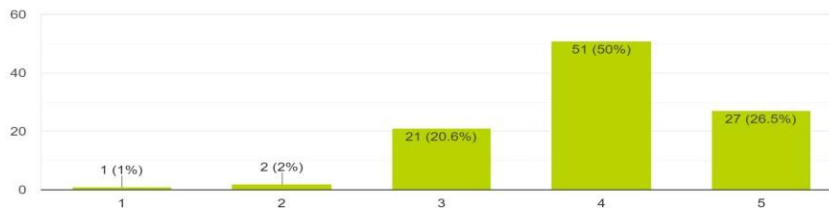
Interpretation:

The above table and chart are providing the information about the experience details of the respondents. Among 101 respondents, mostly i.e 66.3 % have 0-2 years of experience, 23.76% have 2-5 years, 7.92% have 5-10 years and 0.99% have 10+ years of experience.

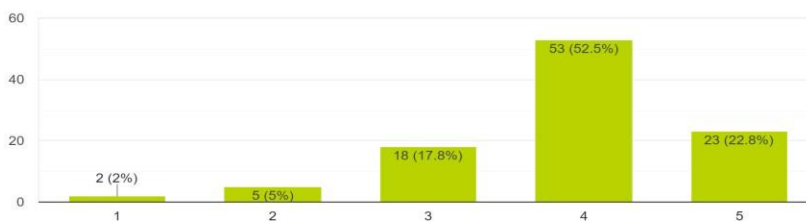
I feel respected and enthusiastic by my colleagues in workplace.
100 responses



I feel free to share my opinions with my peers
102 responses



I will recommend my organization to my friend as an employer.
101 responses



Source: Primary Data

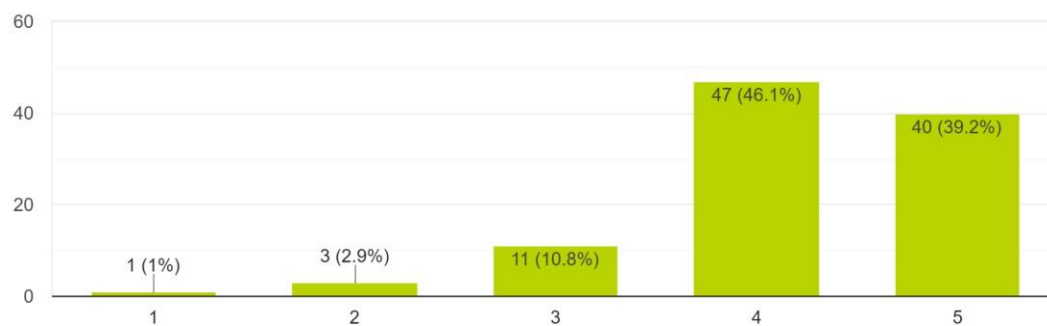
Interpretation:-

According to the above graphs 75% of respondents feel enthusiastic in the workplace and easily share their opinions with their peers out of which approximately, 72% are ready to recommend their organization to their friend for joining.

These graphs demonstrate the positive relationship between feeling valued and enthused by coworkers, the ease with which opinions are exchanged with peers at work, and the willingness to suggest the company as an employer to friends. This implies that how individuals are treated by their coworkers may have an effect on how they view the company as a whole and whether they will recommend it to others.

Recognition of my work in the workplace is the biggest motivator for me.

102 responses



Source: Primary Data

Interpretation:

According to this graph, approximately 80% of the respondent believe that reward and recognition is the biggest motivation factor among employees. It means when employees are recognized for their work, they are more likely to feel satisfied and motivated to continue performing at a high level.

According to the equity theory, which states that individuals evaluate the ratio of their input to their output with those of others around them. Employees are more likely to feel driven to keep up

their good work when they believe that their recognition and rewards are fair when compared to those of their peers.

5.5 Data Reliability test through Cronbach's Alpha Test

Case Processing Summary			
		N	%
Cases	Valid	88	87.1
	Excluded ^a	13	12.9
	Total	101	100.0

a. Listwise deletion based on all variables in the procedure.

Fig 5.5 Case Processing Summary

Source: SPSS Analysis

The case processing summary table provides information about the number and percentage of cases.

Total cases = 101 (available)

Considered cases = 88 (valid)

Deleted cases= 13

It means 87.1% of the total cases are valid that simply proving that the data set had a high level of completeness and with only a small number of the data points is missing.

13 cases were removed because the missing points on data will be biased in the final results.

Overall, the high percentage of valid cases indicates that the data can be used for research because by removing the missing points, data will become more reliable.

Computing Variable:

S.No	Variable	Label	Questions
1	Work Culture	Culture	Q1, Q2, Q4, Q10
2	Job Satisfaction	Satisfaction	Q5, Q7, Q11
3	Reward and Recognition	Reward	Q6, Q9, Q12
4	Leadership	Leadership	Q3, Q13, Q16
5	Career Development	Careerdev	Q8,Q14, Q15

Table 5.5 Computing Variable

In SPSS, the "Compute Variable" function is used to create a new variable in the pre-existing data set by combining items under one variable.

The above table consists of the information of all questions that comes under a particular variable with a label (or name) that is used in analysis.

Reliability Statistics of all Variables (SPSS Analysis)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.760	.758	4

(Work Culture variable)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.753	.762	3

(Job Satisfaction Variable)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.620	.623	3

(Reward and Recognition Variable)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.791	.792	3

(Leadership Variable)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.760	.762	3

(Career Development Variable)

Summary of Cronbach's alpha test of all Variables

S.No	Variables	Cronbach's alpha test	No of Items
1	Work Culture	0.760	4
2	Job Satisfaction	0.753	3
3	Reward & Recognition	0.620	3
4	Leadership	0.791	3
5	Career Development	0.760	3

Table 5.6 Summary of all variables Cronbach's alpha test

Source: Author's own

Cronbach's alpha is a statistical measure used to assess the internal consistency of a questionnaire or survey scale. It ranges from 0 to 1. Higher the value, better the reliability or consistent.

The value above 0.5 is okay for fewer items (less than 10) but for large n of items, the value should be greater than 0.7.

The work culture, job satisfaction, leadership, and career development variables all demonstrate acceptable levels of internal consistency, with Cronbach's alpha values ranging from 0.753 to 0.791 while reward and recognition have a lower level of consistency as compared to other variables.

In summary, the results of Cronbach's alpha test indicate that the scales for work culture, job satisfaction, leadership, and career development are reliable and consistent. This provides confidence in the validity of the measure and suggests that it can be used with confidence to make inferences about the construct of interest.

Descriptive Statistics			
	Mean	Std. Deviation	N
Satisfaction	3.6535	.85754	101
Culture	3.9670	.66344	101
Reward	4.1749	.64909	101
Leadership	3.8482	.83337	101
Careerdev	4.1122	.67211	101

Fig 5.6: Descriptive Statistics

The table provides descriptive statistics for the variables of job satisfaction, work culture, reward and recognition, leadership, and career development.

The descriptive statistics' findings show that the mean score for work satisfaction is 3.6535, which indicates that respondents are generally fairly satisfied with their jobs. There is some variation in

the responses, as indicated by the standard deviation of 0.85754, with some people expressing higher or lower levels of satisfaction.

The average scores for leadership, career development, reward and recognition, and work culture are 3.9670, 4.1749, 3.8482, and 4.1122, respectively. These results indicate that, on average, respondents believe their workplace has a positive work environment, a rewarding reward and recognition program, and possibilities for professional advancement. The standard deviations show some variation in the results, implying that not every responder has the same perception of these workplace characteristics.

Coefficients ^a												
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.374	.433	.863	.390	-.486	1.234					
	Culture	.317	.143	.245	.213	.029	.601	.593	.220	.156	.407	2.454
	Reward	-.015	.137	-.011	.108	.914	-.288	.415	-.011	-.008	.462	2.165
	Leadership	.579	.113	.563	.5115	<.001	.354	.804	.700	.463	.362	2.421
	Careerdev	-.035	.148	-.027	-.237	.814	-.329	.523	-.024	-.017	.372	2.690

a. Dependent Variable: Satisfaction

Fig 5.7: Coefficient table

The table presents the coefficients of a multiple linear regression model with job satisfaction as the dependent variable, and work culture, reward and recognition, leadership, and career development as the independent variables.

Standardized Coefficient – Beta- evaluate the relative importance of the independent variable as compared to the dependent.

T statistics-t- measures the ratio of estimated coefficient to standard error.

“p-value”-statistical significance of coefficient

Correlation column – Pearson correlation – linear relationship between variables.The

The "Collinearity Statistics" table displays the variance inflation factor (VIF) and tolerance values for each independent variable, which are measures of multicollinearity.

When independent variables have a high correlation with one another, multicollinearity develops. This can lead to instability in the regression coefficients and have an impact on how the model should be interpreted.

The regression equation can be written as follows:

$$\text{Satisfaction} = 0.374 + 0.317(\text{Culture}) - 0.015(\text{Reward}) + 0.579(\text{Leadership}) - 0.035(\text{Careerdev})$$

0.374 – predicted level of satisfaction when all other variables are zero.

According to the analysis of beta:

Leadership – most important predictor

Culture – 2nd most important

Reward and recognition – 3rd important

Career Development – least important

According to the analysis of p-value and t-value, if t-value is >2 or -2 and p-value is > 0.05 it means variable is a significant contributor.

Significant predictor – Culture, Leadership, Career development.

Overall, the results indicate that work culture, leadership, and career development have a statistically significant positive relationship with job satisfaction. The variable of reward and recognition does not have a significant effect on job satisfaction. The tolerance and VIF values suggest that there is no severe multicollinearity issue in the model.

Overall, the findings show a statistically significant positive association between leadership, career growth, and job satisfaction. The factor of rewards and recognition has no discernible influence on job satisfaction. The tolerance and VIF values imply that the model does not have a serious multicollinearity problem.

5.8 Correlation between Variables

		Correlations				
		Culture	Satisfaction	Reward	Leadership	Careerdev
Culture	Pearson Correlation	1	.593**	.667**	.663**	.639**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	101	101	101	101	101
Satisfaction	Pearson Correlation	.593**	1	.415**	.700**	.523**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	101	101	101	101	101
Reward	Pearson Correlation	.667**	.415**	1	.499**	.652**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	101	101	101	101	101
Leadership	Pearson Correlation	.663**	.700**	.499**	1	.713**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	101	101	101	101	101
Careerdev	Pearson Correlation	.639**	.523**	.652**	.713**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	101	101	101	101	101

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

Fig 5.8: Correlation between all variables

The table shows the correlation matrix between five variables: Work Culture, Job Satisfaction, Reward & Recognition, Leadership, and Career Development. The correlations are measured using Pearson correlation coefficients.

Each cell of the table shows the correlation coefficient between two variables. The main diagonal of the table shows the correlation of each variable with itself, which is always 1.

The table indicates that all variables are positively correlated with each other, and the correlations are statistically significant at the 0.01 level.

Work culture – positively correlated with job satisfaction, Reward and recognition, leadership and career development.

Job Satisfaction – positively correlated with reward & recognition, leadership, and career development.

Reward & recognition – with leadership and career development

Leadership – with career development.

Overall, these results suggest that there is a strong relationship between the five variables, and they are all important factors in predicting Job Satisfaction.

5.8.1 Correlation between job satisfaction and retention rate.

Correlations			
		I feel satisfied with my job roles and responsibilities	I feel I can work in the same organization for the next 23 year
I feel satisfied with my job roles and responsibilities	Pearson Correlation	1	.607**
	Sig. (1-tailed)		<.001
	N	101	101
I feel I can work in the same organization for the next 23 year	Pearson Correlation	.607**	1
	Sig. (1-tailed)	<.001	
	N	101	101

** . Correlation is significant at the 0.01 level (1-tailed).

Fig 5.9 Correlation between job satisfaction and retention rate Source: SPSS Analysis

The output shows the correlation between the variables "I feel satisfied with my job roles and responsibilities" and "I feel I can work in the same organization for the next 2 3 year."

Sample Size: The sample size of 101 for both variables indicates that the correlation is based on a sufficient number of observations.

Interpretation: This data leads us to the conclusion that job satisfaction and the likelihood of continuing with the company for the next two to three years are significantly positively correlated.

Higher levels of job satisfaction may increase one's likelihood of sticking with the company, according to the correlation coefficient of 0.607, which shows a strong positive association between the two factors. Organisations trying to boost employee retention by enhancing work satisfaction may find this information valuable.

5.8.2 Correlation between branding of organisation through employee and work culture, manager effectiveness.

Correlations					
		I will recommend my organization to my friend as an employer	I feel there is a perfect balance between work life and personal	My manager plays an important role in my success	I have a clear understanding of the goals and objectives of my job
I will recommend my organization to my friend as an employer	Pearson Correlation	1	.533**	.490**	.550**
	Sig. (1-tailed)		<.001	<.001	<.001
	N	100	98	99	97
I feel there is a perfect balance between work life and personal	Pearson Correlation	.533**	1	.499**	.475**
	Sig. (1-tailed)	<.001		<.001	<.001
	N	98	99	98	96
My manager plays an important role in my success	Pearson Correlation	.490**	.499**	1	.468**
	Sig. (1-tailed)	<.001	<.001		<.001
	N	99	98	100	97
I have a clear understanding of the goals and objectives of my job	Pearson Correlation	.550**	.475**	.468**	1
	Sig. (1-tailed)	<.001	<.001	<.001	
	N	97	96	97	98

** . Correlation is significant at the 0.01 level (1-tailed).

Fig 5.10 Correlation between branding of organisation through employee and work culture, manager effectiveness
Source: SPSS Analysis

My manager plays a key role in my success," and "I have a clear understanding of the goals and objectives of my job."

The figure shows that there is a Positive correlation between the question "I will recommend my organization to my friend as an employer" and all other factors, simply state the perspective of worker - those workers who understand their jobs and objectives clear , enjoying a healthy work-life balance, and a manager who is caring for their team success, that employees are more likely tends to recommend their organization to their friends.

Similarly, statements "I feel there is a perfect balance between work-life and personal" and "My manager plays an important role in my success" are positively correlated with each other and with "I have a clear understanding of the goals and objectives of my job", means that those employees who are enjoying a good work-life balance and have a caring and supportive manager, those employees are more clear towards their job roles and responsibilities.

Overall, the output suggests that creating a positive work environment with good work-life balance, supportive managers, and clear job goals and objectives may lead to higher employee satisfaction and the likelihood of recommending the organization to friends as an employer.

5.8.3 Correlation between Importance of feedback and employee perception about manager.

Correlations			
		Regular feedback plays a crucial role in my achievements	My manager and supervisors are my inspiration in the workplace
Regular feedback plays a crucial role in my achievements	Pearson Correlation	1	.463**
	Sig. (1-tailed)		<.001
	N	100	100
My manager and supervisors are my inspiration in the workplace	Pearson Correlation	.463**	1
	Sig. (1-tailed)	<.001	
	N	100	101

** . Correlation is significant at the 0.01 level (1-tailed).

Fig 5.11 Correlation between Importance of feedback and employee perception about manager Source: SPSS Analysis

The table shows:

Significant positive correlation between "Regular feedback" and "manager as an Inspiration" : 0.463**.

This simply interpret that the employees who receive regular feedback from their seniors, are considered their seniors as their inspiration in the workplace. Their feedback helps them to realize their mistakes and motivate them to improve that.

Chapter-6

Findings, Suggestions, and Limitations

6.1 Findings:

- The researchers state that components such as job satisfaction, career and development, work culture, leadership, and rewards and recognition are the crucial drivers of the employee engagement process.
- According to this study, employees who have possibilities for personal development and professional advancement inside an organization are more engaged and conscientious in their work, which eventually boosts the organization's productivity.
- According to this study, a positive work environment fosters a sense of belonging in employees, which naturally motivates them to contribute to the success of the company. Work culture and environment also operate as a catalyst to increase employee engagement.
- According to this study, staff members tend to be more involved and invested in the success of the firm when they feel that their efforts are respected and appreciated.
- According to this survey, employees feel educated and valued when there is open and honest communication within the company which lead to increased participation and investment in the success of the organisation.
- This study concluded that by giving employees a clear idea of what is expected of them and how their performance will be judged, regular feedback enhances accountability among workers. This can give people a sense of ownership and responsibility, which can assist to improve participation.
- Research also finds that if the employees feel enthusiastic in their workplace and belief that their opinions matter to their peers, then it will improve their perception towards their organization and also increase the organization's brand value.

6.2 Suggestions:

- Establishing a culture that encourages cooperation, communication, and respect among employees should be a top priority for businesses.
- The development and training of leaders who can provide employees with clear direction, inspire them, and foster a healthy work environment should be a priority for organizations.
- To aid employees in strengthening their abilities and advancing their careers, organizations should provide training, education, and mentoring programs.
- Businesses should periodically assess their reward programs to make sure they are equitable, open, and in line with the requirements and expectations of their workforce.

6.3 Limitations:

The limitations of this study are as follows:

- Since the research is based on collected data, there is a significant possibility that it will be influenced by the perspectives and prejudices of the chosen samples.
- The study covered a very narrow area because it was carried out during a brief period of time—roughly 3–4 months.
- There is a potential that respondents concealed information or gave incorrect information, or that they were not fully receptive to the survey.
- The study's findings might alter if other variables, such as the respondents' location, age group, or economic situation, which all have a significant impact on how each person perceives the world, change.

Chapter-7

Conclusion

Employee engagement is a concept that if implemented properly brings the level of commitment, motivation, and involvement that an employee has towards their work. It is a simple idea that emphasizes the fact that the level of engagement of employees towards their work and organization can make a huge difference in the organization's success. Organisations may develop a culture where people feel valued, encouraged, and inspired to give their best work through promoting engagement. This, in turn, can lead to better outcomes for the organization, its employees, and its customers. Today, business leaders are not just paying lip service to the idea of employee engagement - they are experiencing its benefits firsthand through the use of engagement tools. As a result, employee engagement has become a critical focus area for HRM practices such as role definition, support, and flexibility. People are a vital component of any company's ability to execute its strategy and achieve its goals. Organizations that are able to effectively engage their employees tend to perform better and create more value for their shareholders. In summary, employee engagement is not just a feel-good concept; it has tangible business benefits and should be a priority for companies looking to succeed in today's competitive marketplace. At the current time when almost all organizations are following strategic human resource management practices and investing money on their employee's welfare so that they will become an unbeatable asset of their organization and create value for it. According to the analysis of data on employee engagement activities, it is concluded that there is a significant relationship between the employee engagement process which consists of work culture, leadership style, rewards and recognition, career development opportunities, etc. and employee performance and satisfaction.

Leadership plays a crucial role in fostering employee engagement by establishing transparent and two-way communication where employees' views and contributions are valued and respected. By building strong relationships with their workforce, leaders can create a work culture that prioritizes employee engagement. To achieve this, organizations must embrace effective management philosophies that recognize and cultivate employees' talents and potential while providing enriching professional experiences. When organizations prioritize employee engagement, they are

more likely to succeed in today's competitive marketplace. The drivers of employee engagement include motivating employees to be fully committed and involved in their work, encouraging them to care about their organization and colleagues, and creating a work environment where employees are willing to go above and beyond to achieve success. By focusing on these drivers, organizations can create a workplace that fosters engagement, productivity, and success.

Chapter – 8

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Annexure

Employee Engagement

Dear Sir/Madam, this survey should take approximately 5 minutes to complete(average time is 2-3 minutes).

The aim of this survey is to study the perception of employees on engagement processes. This survey is only made for academic research purposes. Your opinions and answers will remain anonymous and will not be exposed to third party. Thank you so much for your participation.

2. Education Qualification

Mark only one oval.

- a) Graduation
- b) Post-Graduation
- c) PhD
- d) Others

2. Gender

Mark only one oval.

- a) Male
- b) Female
- c) Not to Say

3. Domain

Mark only one ova/.

- a) HR
- b) Finance
- c) IT
- d) Marketing & Sales
- e) Operations & Supply Chain
- f) Others

4. Total Work Experience

Mark only one oval.

- a) 0-2 years
- b) 2-5 years
- c) 5-10 years
- d) 10+ years

5. I feel respected and enthusiastic by my colleagues in workplace.

1 2 3 4 5
Strongly Disagree Strongly Agree

6. I will recommend my organization to my friend as an employer.

1 2 3 4 5
Strongly Disagree Strongly Agree

7. My manager plays an important role in my success.

1 2 3 4 5
Strongly Disagree *Strongly Agree*

8. I feel free to share my opinions with my peers.

1 2 3 4 5
Strongly Disagree Strongly Agree

9. I feel satisfied with my job roles and responsibilities.

1 2 3 4 5
Strongly Disagree Strongly Agree

10. I feel the fair distribution of rewards and recognition improves team effort.

1 2 3 4 5
Strongly Disagree Strongly Agree

11. I feel I can work in the same organization for the next 2-3 years.

1 2 3 4 5
Strongly Disagree Strongly Agree

12. I feel organizations play a vital role in sharpening employees' professional skills.

1 2 3 4 5
Strongly Disagree Strongly Agree

13. Recognition of my work in the workplace is the biggest motivator for me.

[illegible]

14. I have a clear understanding of the goals and objectives of my job.

[illegible]

15. I feel there is a perfect balance between work life and personal life in my job.

[illegible]

16. Rewards should be proportional to achievements.

1 2 3 4 5

Strongly Disagree Strongly Agree

17. My manager and supervisors are my inspirations in the workplace.

[illegible]

18. Regular feedback plays a crucial role in my achievements.

1 2 3 4 5
Strongly Disagree Strongly Agree

19. I feel that the organization offers me opportunities to grow and learn new skills.

1 2 3 4 5
Strongly Disagree Strongly Agree

20. My team lead always welcomes new ideas.

1
Strongly Disagree

5
Strongly Agree