

**Major Research Project**

**Unlocking the Key to Productivity: A  
Comprehensive Study on Employee  
Engagement**

**Submitted By**

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## Certificate

This is to certify that **Priyanka Dhasmana, 2K22/DMBA/96** has submitted the summer internship report titled **Unlocking the Key to Productivity: A Comprehensive 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 2023-24.

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# Declaration

I, **Priyanka Dhasmana**, a student of Delhi School of Management, Delhi Technological University hereby declare that the Summer Internship Report on **Unlocking the Key to Productivity: A Comprehensive 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.

**Priyanka**  
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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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## **Introduction**

This report encompasses an introduction to the project's background, the chosen research topic, and its objectives, along with a concise outline of the research scope.

### **1.1 Background**

Employee engagement pertains to the degree to which an employee demonstrates commitment and actively participates in their organization.

In an increasingly dynamic and competitive global workplace, maintaining a competitive edge is paramount for success. Consequently, stakeholders must seek ways to sustain employee well-being within the workplace context. In order to attain peak performance, managers depend on proactive, committed staff members who find fulfillment in their work. As a result, companies need to put an emphasis on employee-centric strategies and look at ways to increase employee happiness, such giving workers a voice.

Moreover, organizations should evaluate senior management's responsiveness to employee feedback to ensure employees feel valued and heard. Consequently, organizations must emphasize the engagement process to instill a sense of responsibility among employees.

### **1.2 Problem Statement**

The research project investigates the employee engagement process and its influence on overall efficiency and effectiveness.

### **1.3 Aim of the Study**

This major research project's goals are to identify and investigate the many determinants of engagement activities. To determine how the employee engagement method affects their attitude and perspective. to research how employee engagement initiatives affect workers' productivity and work habits.

### **1.4 Scope of the Study**

The Study is extensive, given the current landscape where organizations gain competitive advantages through their employees' skills. Thus, organizations must concentrate on enhancing employee engagement to ensure sustained growth. This endeavor is crucial for reducing attrition rates and enhancing efficiency and effectiveness within the organization. Additionally, the study aims to elucidate the correlation between employee engagement, performance levels, and achieving superior business outcomes.

## **Literature Review**

### **2.1 Overview:**

The process of engagement plays a crucial role in enhancing organizational productivity, as engaged employees typically exhibit high levels of enthusiasm and energy in their workplace, remaining fully immersed in their tasks (Macey & Schneider, 2008; May, Gilson, & Harter, 2004). Recent studies have demonstrated that employee engagement correlates directly with employee satisfaction (Salanova, Agut & Peiró, 2005), role performance (Schaufeli, Taris, & Bakker, 2006), and financial returns (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009).

In the current competitive landscape, organizations must prioritize the employee engagement process to stay competitive. Consequently, each firm needs to find out the key drivers of employee engagement.

### **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 The Economy's Use of Employee Engagement:**

India's economy currently ranks sixth globally in GDP and PPP, with projections for growth to top three in the next decade. Understanding employee engagement factors is crucial for effective workforce development.

Employee engagement leads to positive outcomes like work happiness, productivity, performance, customer satisfaction, and staff retention, aiding companies in identifying areas for improvement.

## **2.4 Drivers of Employee Engagement**

Employee engagement is crucial for organizational sustainability and retention. Factors such as job satisfaction, pay, performance reviews, future advancement opportunities, collaboration, and communication influence engagement. Incentives and recognition are the most significant drivers, along with role, training, and work environment.

A study by Mokayo and Kipyegon (2014) found that future growth, career development, performance management, compensation, and recreational facilities significantly impact employee engagement. Bedarkar and Pandita's 2013 study highlighted work-life balance, leadership, and communication as critical factors. Swathi.S (2013) emphasized that effective employee engagement varies depending on individual and industry factors. The 2011 study by Thiagarajan B & Renugadevi V demonstrated the strong correlation between motivating variables, performance appraisals and evaluations, and personal development and progress of employees. It follows that encouraging a culture of engagement and providing chances for professional growth that are meaningful, along with better performance that promotes work-life balance, can increase engagement. The Employee Engagement Literature Review (2011) by Susi & Jawaharrani highlighted the critical roles that workplace culture and work-life balance policies and practices that the industry has implemented play in fostering employee engagement, which in turn boosts productivity and retention. The importance of work-life balance in determining employee satisfaction has grown. The literature described above makes it clear that work culture, job satisfaction, leadership, rewards and recognition, and career development are the five main components that drive employee engagement.

### **2.4.1 Culture of the Workplace**

The values and practices that direct an organization's activities, including levels of autonomy, collaboration, and communication methods, are referred to as its culture. This culture, which is impacted by management and leadership styles, has a major impact on employee engagement. For example, employee engagement in an innovation-driven organization may depend on their capacity to communicate fresh ideas, yet execution and teamwork may be more important factors in an efficiency-driven company.

The term "organizational culture" describes the common attitudes, practices, and values that shape how people work together to accomplish goals. Academics like Yirdaw (2016), Schneider et al. (2013), Weber and Tarba (2012), and Yirdaw (2016) highlight how important it is for developing teamwork and improving performance. Companies like Apple, IBM, and HP have different cultures, even in related industry.

Apple, IBM, and HP all prioritize simplicity, innovation, and style, highlighting the importance of cultivating strong organizational cultures for corporate success.

#### **2.4.2 Job Satisfaction**

Job satisfaction, as conceptualized by Locke (1976), is a favorable emotional state resulting from an individual's assessment of their work or work environment. It indicates how a worker views different aspects of their employment and is associated with higher work engagement and productivity. Interestingly, the biggest factor influencing employee engagement is work happiness. Employees are unlikely to give their work their all without it. Therefore, developing job happiness is essential to developing engaged workers.



**Fig 2.1 Factors that results Job Satisfaction**

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

According to "Engaging for Success," the employee voice serves as a critical gauge of organizational engagement levels. Therefore, it is essential for businesses to provide efficient channels via which staff members can express their views. This can include a variety of platforms, including social media, technology, meetings—both in-person and virtual—newsletters, and casual conversations. Gregorio emphasizes how critical it is to make sure that these tools are easily accessible in order to keep workers from taking on undue emotional strain, which may lower their levels of engagement. He emphasizes how giving workers a platform to express their ideas strengthens the company by promoting a sense of fulfillment and empowerment.

### **2.4.3 Leadership**

The creator of Unleash and Engage, Mark Gregory, emphasizes how important leadership is in influencing worker engagement. He highlights the need for leaders to convey their own level of participation to larger audiences in addition to encouraging it among their workforce. However, especially in larger businesses, a lot of employees don't have direct access to important business influencers like the CEO or

board of directors. As a result, the majority of employees' relationships with their company are primarily focused on their line manager, coworkers, and teammates.

He underscores the importance of a leader's personal engagement, as engaging others can be challenging if leaders themselves are not engaged. Middle management often becomes disconnected, as companies may overlook their involvement, resulting in employees exceeding expectations while their managers lag behind. Hence, involving managers in the engagement process is crucial for achieving successful outcomes.

He emphasizes, "Leaders who grasp employee engagement remain faithful to the company's history, present, and future, effectively communicating this vision to their employees." Beesley uses a story about President Kennedy's visit to Cape Canaveral in the 1960s as an example of this point." As Kennedy asked what a worker sweeping the launch pad did, the man said, "I'm putting a man on the moon." This story emphasizes how crucial it is to give staff members a "cathedral building" mentality, in which they understand the relationship between what they do and the overarching objectives of the company.

### 2.1.1 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).

ACN Hewitt's research indicates that rewards and recognition have surpassed leadership and internal growth prospects as the most important factor in motivating employees worldwide. Rewards and recognition, which were formerly regarded as the third most important incentive, are now the main factor driving employee engagement globally. By bringing people into line with business objectives, encouraging a culture of moral behavior, and forging a strong emotional bond between employers and employees, recognition has a favorable effect on worker performance.

Organizations can stimulate growth by rewarding particular behaviors and accomplishments, which serve to reinforce positive actions. Incentives can take many forms, such as presents, bonuses, and recognition. They can also be tailored to the unique personalities of the recipients, encouraging healthy competition, inspiring future achievements, and building loyalty by releasing the hormone oxytocin.

Another factor at work is the reciprocity hypothesis, which encourages recipients to repay the giver for their deeds. This might have a positive effect on staff engagement for the rewarding firm.

Both intrinsic and extrinsic rewards are included in the reward system, such as pay, bonuses, recognition, flexible work hours, and social perks. These kinds of systems support hiring, retaining, and inspiring employees to give their best work. Research carried out within the Nigerian state of Anambra State's public service sector shows that internal incentives including staff development, prizes, and recognition greatly improve employee performance. Employee motivation is crucial for raising performance levels in both the group and the individual. Managerial training on properly meeting operational and recognition needs may lead to increased engagement.

#### **2.4.5 Career Development :**

It significantly influences employee engagement by offering opportunities for advancement within the organization. When employees perceive support for their career growth from their employer, they tend to exhibit higher levels of motivation, commitment, and engagement.

There are several ways that career development affects employee engagement. First of all, it makes workers more motivated since those who can see a clear route for advancement in their careers are more likely to work more and be proud of their accomplishments. Second, it encourages employee loyalty because committed staff members are more likely to stick around if they believe the company values their professional growth. Thirdly, it helps retain employees since people who have possibilities for career progression are less likely to look for work elsewhere.

Furthermore, career development programs help people acquire new abilities, which boosts confidence, job satisfaction, and engagement. Additionally, companies that place a high priority on professional development frequently cultivate a culture that values education, advancement, and teamwork, which enhances employee engagement and creates a more cohesive workforce.

Career development is vital for organizations to enhance employee engagement, fostering a motivated, committed, and productive workforce that aligns with organizational objectives.

#### **Theoretical Framework**

Employee engagement serves as a cornerstone for organizational success. Engaged employees exhibit prolonged tenure and active involvement in organizational endeavors. Despite its contemporary popularity, employee engagement has long been integral to management practices.

### 3.1 Types of employees on the basis of Engagement:



Fig 3.1 Maslow's Hierarchy of Needs

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

**Engaged Workers:** Those that show a great sense of passion for their work and emotionally invest in it are considered engaged workers. Their dependability, efficiency, and goal-oriented mindset play a crucial role in propelling creativity and bolstering the organization's triumph.

Employees that are not engaged do their jobs and follow with directives, but they are not passionate or enthusiastic about what they do. They could be readily influenced by alternative employment prospects because they don't have a strong emotional attachment to their employer or job.

**Workers Who Are Actively Disengaged:** Workers who are actively disengaged not only feel unsatisfied with their jobs, but they also show it in their attitudes and actions. They might act in an antagonistic or uncooperative manner, which could be bad for their team and the business as a whole.

## **Models of Employee Engagement**

The employee engagement model, based on organizational psychology principles, helps companies understand factors affecting workplace productivity and happiness. Popular models use a theater framework for organizational behavior and human resource management. Companies should learn from these models and apply best practices to develop effective engagement strategies.

### **Employee engagement models**

**The Zinger Model**

**The Deloitte Model**

**The Aon Hewitt Model**

#### **3.2.1 The Zinger Framework**

The Zinger Framework aims to enhance employee engagement by guiding managers through ten crucial steps to meet their core needs.



The Pyramid of Employee Engagement Actions for Managers

Fig 3.2 Zinger model Pyramid

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

**Bottom line:**

1. **Enhance well-being:** Creating a workplace culture that prioritizes physical and mental health, psychological safety, and work-life balance is essential. Policies such as respectful management practices and generous vacation and sick leave allowances contribute to employee well-being.
2. **Enliven energy:** Establishing a work environment that energizes and motivates employees to perform their best is crucial. Monitoring employee energy levels regularly can identify areas for improvement in the work environment.

3. **Make meaning:** Helping employees find purpose in their work by understanding the broader context of their role and its impact on the organization and society is essential. This can increase motivation and retention.

4. **Leverage strengths:** Creating an environment where employees can develop and utilize their skills encourages engagement and contributes to organizational success by maximizing each employee's potential.

Moving up the pyramid, the focus shifts to connecting individuals to the larger organization.

1. **Connect the company:** encouraging relationships Building, enhancing promotions, to promote engagement are key activities at this level.

2. **Build relationships:** Creating opportunities for employees to form working relationships through team-building activities is essential for driving engagement.

3. **Promote recognition:** Fostering an environment where managers appreciate and recognize employees' good work helps maintain high levels of engagement.

4. **Masterful moments:** Establishing regular communication channels for dialogue, feedback, and addressing challenges sustains employee engagement by creating meaningful interactions.

In the third tier of the pyramid, the focus shifts to performance improvement.

1. **Performance improvement:** Transforming community and individual involvement into actionable strategies for enhancing performance is the goal at this level.

2. **Maximize performance:** Clear goal-setting, regular progress monitoring, and ongoing skill development contribute to maintaining employee engagement and improving performance.

At the top of the pyramid, the emphasis is on end goal and individual's achievement.

### 3.2.2 The Deloitte Framework

"Encourage employee engagement through fostering a culture where individuals feel included, valued, and stimulated."

Deloitte's strategy for employee engagement centers on cultivating an appealing work environment that employees eagerly anticipate each day.

This strategy is grounded in a robust organizational culture comprising five fundamental components, each yielding distinct results.

				
Meaningful work	Hands-on management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear, transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Invest in management development	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Modern performance management	Inclusive, diverse work environment	High-impact learning culture	Inspiration
A focus on simplicity				

**Fig 3.3 Deloitte's 5 Elements of Engagement**

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

- Like Zinger's concept, Deloitte's model for employee engagement emphasizes the value of meaningful work heavily. Four essential components are identified by Deloitte as helping workers find purpose in their work:
-

- The importance of meaningful work is emphasized by Deloitte's employee engagement model, which is comparable to Zinger's approach. Four components are identified by Deloitte as necessary to assist workers in finding purpose in their work:

**1. Autonomy:** Giving workers more freedom and command over their work can make them feel more fulfilled at work. Giving workers ownership and authority over their tasks is necessary to achieve this.

**2. Cultural Fit:** An employee's alignment with the mission and values of the firm cannot be sufficiently determined by their professional history and academic credentials alone. Deloitte advises giving priority to those who fit in with the company's culture and show a sincere passion for their work.

**3. Small, Productive Teams:** Smaller teams are more likely to collaborate, provide each member greater autonomy, and make decisions more quickly than bigger teams. Keeping teams small enough to be fed by two pizzas is Jeff Bezos' "two pizza rule," which Deloitte recommends adhering to.

Incorporating opportunities for rest and rehabilitation is advised by Deloitte to promote employee well-being and reduce the risk of burnout among disengaged workers.

### **Direct Management:**

- Managers play a crucial role in fostering employee engagement by implementing several key strategies. First and foremost, they should establish clear and transparent goals that undergo regular review to prevent any confusion or dissatisfaction. Additionally, managers can enhance engagement by offering coaching and consistent feedback to their employees. Lastly, it's important to reconsider traditional performance

evaluations, shifting the focus towards identifying growth prospects rather than solely grading performance.

– To foster employee engagement, managers play a crucial role in establishing transparent goals and providing coaching. Techniques such as aim & conclusion and end result (OKRs) can streamline goal-setting, with continuous feedback enhancing engagement. Encompassing hiring suitable managers, mentoring new ones, and promoting continuous learning. A shift in performance management towards growth opportunities overgrades is also vital for cultivating engaged teams.

### **Positive work environment**

Establishing an environment where employees feel respected, appreciated, and comfortable is essential to creating a workplace that they eagerly anticipate. In order to accomplish this, companies must:

1. Create a flexible and compassionate work environment by acknowledging that employees are people with personal lives that are entwined with their work. To help employees work effectively, this involves putting in place regulations like flexible work schedules and remote work choices.
2. Establish a peer review system that continuously improves progress and helps staff members reach their goals in order to foster an environment of gratitude.

Encourage a varied and inclusive work environment by giving everyone the freedom to share their knowledge, skills, and ideas. Promoting diversity in the workplace has benefits for all parties involved.

### **Promote Growth Prospects:**

When workers feel valued and supported, they are more likely to remain motivated and engaged. To prevent a decline in motivation among employees, consider the following strategies:

- Offer training and on-the-job assistance to promote professional and personal growth. Provide internal progression possibilities as a means of encouraging staff members to stick with the company and look for new prospects.
- Encourage an environment where learning never stops by providing tools and support to staff members who want to learn and grow in their skill set.

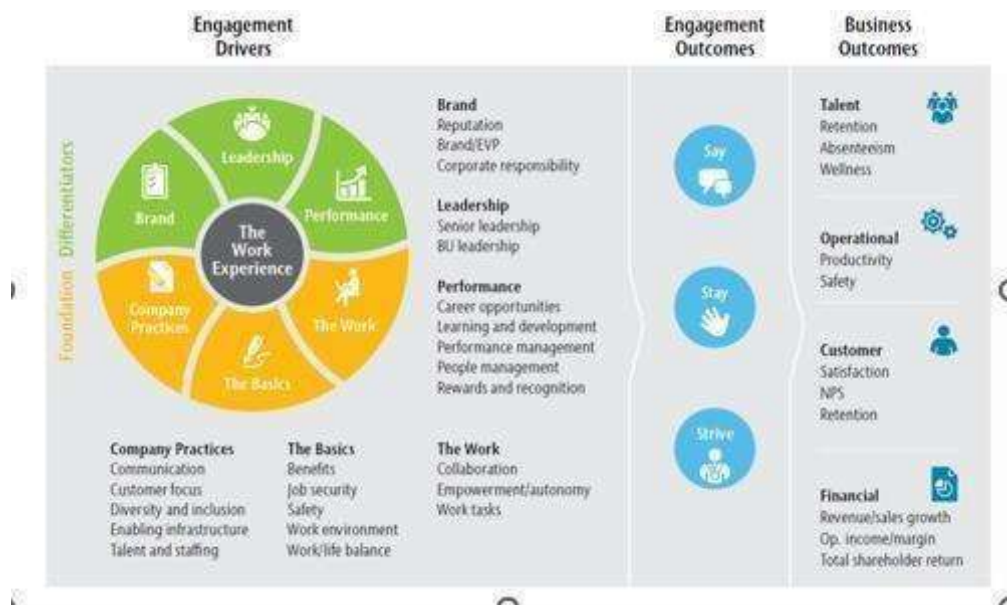
### **Trust in leadership**

Essential factor in fostering employee engagement is leadership that is dedicated to their team, achieved through:

- Fully understanding and conveying the goals and mission of the company to inspire staff members.
- Regularly making investments in people via participation, feedback, and learning opportunities.
- Promoting openness in order to build rapport and trust with staff members.
- Serving as an inspiration by exhibiting a positive outlook and attitude that aligns with the company's core principles. Companies can create a work environment where people are passionate about their work by adopting the Deloitte model, with support from management at all levels to encourage employee engagement.

### **3. 3 AON Hewitt Model**

Developing strategy requires monitoring how engagement drivers correlate with business outcomes. It recognizes that engaged employees directly impact organizational metrics like customer satisfaction and profits. While this correlation is well-supported by research, it's essential to avoid getting too caught up in engagement efforts and losing sight of broader business goals. Therefore, maintaining a focus on business outcomes is key when crafting.



**Fig 3.4 Aon Hewitt Employee Engagement Model**

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

The three words "say, stay, and strive" can be used to sum up the idea of employee engagement; each one denotes a different facet of an engaged worker:

"Say" denotes a motivated worker who spreads good word about the company to coworkers, acquaintances, or clients.

"Stay" denotes that the worker is driven by more than just money; rather, they have developed a sense of loyalty to the company, a relationship with coworkers, and a sense of job satisfaction, all of which contribute to their want to stay.

- "Strive" stands for a motivated and inspired worker who is compelled to give their all, frequently going above and beyond what is required of them.

Employee surveys are used to track and evaluate the results of engagement programs, and the company's key performance indicators (KPIs) are compared with the survey results. This analysis shows the return on investment and aids in gauging the effectiveness of engagement strategies.

Aligning the six actionable "leverage forces" that define organizational culture is crucial for achieving favorable business and engagement outcomes. Aon Hewitt classifies these drivers into fundamentals and differentiators. Key enablers focus on the core business infrastructure, comprising the essential elements needed for effective organizational functioning.

Employers need to fulfill their workers' fundamental requirements like job security, fair pay, confidence, and a healthy work-life balance to cultivate an involved workforce. Employers can support their staff by implementing strong HR guidelines, efficient communication tactics, and engagement-promoting technologies. Furthermore, businesses ought to make an effort to design thought-provoking environments that foster teamwork and personal growth. Employers can foster employee commitment and satisfaction by implementing distinctive engagement components including social responsibility initiatives, career advancement opportunities, and recognition programs.

Regularly analyzing engagement trends and assessing outcomes allows businesses to refine their culture in line with both staff and organizational objectives. Leadership engagement and receptiveness to employee input are vital for fostering trust and enhancing engagement levels.

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

Connect- Dam Crim and Gerard Seijts contend that fostering employee engagement is a major responsibility of upper management. Strong relationships between managers and

employees can serve as a solid basis for increasing employee engagement. Leaders must value and care about their staff.

Career- Typically, workers seek engaging and rewarding roles that come with chances for advancement. At our company, we place a strong emphasis on fostering talent through initiatives such as leadership programs and job rotations. We set challenging yet attainable goals that motivate employees to excel, balancing ambition with feasibility to maintain their motivation.

Clarity- Clearly communicating the company's vision to employees is essential. Department leaders should set clear overarching goals that will inform individual objectives. Workers must comprehend the relationship between departmental and corporate goals and their own personal aspirations.

Convey- Effective leaders create procedures and guidelines that make it easier to accomplish objectives and help people acquire essential skills.

Compliment- Leaders should consistently acknowledge and commend good performance instead of solely highlighting poor performance or unmet goals. A balanced approach is crucial, involving coaching, training, and offering consistent feedback that employees can use to enhance their skills and performance. The need of providing timely feedback has been discussed in a number of studies, and managers and staff should regularly discuss it.

Contribute- Engaged employees are motivated to contribute significantly to their department, division, and the company as a whole. Understanding how their work aligns with the company's objectives is essential, as it can increase their dedication

Control- Workers greatly cherish the opportunity that leaders provide them to set the pace and volume of their work. This can be accomplished by allowing staff members to participate in decision-making procedures and by promoting an open-book culture that gives them the freedom to make decisions. Microsoft is an organization that has effectively adopted this culture and experienced its advantages.

Collaboration is key, as outlined in Patrick Lencioni's "Five Dysfunctions of a Team," which explores why teams sometimes fail to perform at their best. Specifically, teamwork and trust among team members are crucial for success. Teams that collaborate effectively tend to outperform others.

Maintaining credibility is essential for leaders, involving upholding ethical standards and preserving the company's reputation. Leaders ought to uphold the highest moral standards of integrity and serve as living examples of the company's principles. Workers are driven to work for organizations they are proud of.

A leader's ability to lead effectively depends on their ability to obtain and retain the trust of their team members, stakeholders, clients, and suppliers. This is accomplished by continuously upholding high ethical standards in corporate processes and coordinating words and deeds.

## **Research Methodology**

This chapter explains the research methodology that was applied to this project. It includes the research design, objectives, and hypotheses as well as the data collection strategies, sample methodologies, processes, and methodology for data analysis.

### **4.1 Research Design:**

Research Design serves as the roadmap for researchers, outlining the methods and techniques employed in conducting their research. It lays the foundation for gathering information, measuring variables, and analyzing data, aiding in addressing the research questions posed.

For this project, a quantitative and descriptive research design was chosen. A descriptive study design is employed to gather data for the purpose of characterizing populations, phenomena, or circumstances. It also makes it easier to forecast or describe particular traits within a group. This research, albeit quantitative in nature, highlights specific focal points, collects data from a representative sample, and applies appropriate statistical techniques for analysis.

### **4.2 Research Methods:**

The means by which data is gathered for a project as a whole are known as research methodologies.

A questionnaire is the research method used in this project. This tool consists of a set of pre-structured questions meant to elicit useful data from participants. It is notable for being a quick, economical, and effective way to get a lot of information from a sample group.

### **4.3 Data collection :**

The data originates from a survey conducted with respondents, gathering information directly from the primary data source.

#### **4.4 Source of Data :**

The data for this research project is sourced directly from primary sources, gathered firsthand from all respondents.

#### **4.5 Sampling :**

Selecting a representative subset that fairly represents the total group is the process of sampling. Probability sampling and non-probability sampling are the two primary techniques.

By selecting samples at random, probability sampling minimizes bias and makes it possible to draw strong statistical inferences about the population. On the other hand, Non-Probability Sampling makes data collecting easier for researchers by selecting samples according to predetermined criteria or convenience.

#### **4.6 Sampling Technique :**

Choosing a subset of a population to make generalizations about is known as sampling. This project makes use of the basic random sampling technique, in which every person in the population has an equal chance of being selected.

#### **4.7 Sample Size :**

Sample size describes total no of participation who are involved in study. Here in my research project ,sample size is 126.

#### 4.1 Survey Instrunment:

The study was carried out using a questionnaire that included four demographic questions and statements related to factors influencing employee engagement. Responses were measured on a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree."

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly agree

#### 4.2 Literature related to Questionnaire

S No	Questions	Source
1	<b>Work Culture:</b> "I feel appreciated and motivated by my colleagues at work." "I am comfortable sharing my opinions with my peers " "I have a clear grasp of the goals and objectives of my job." "I would recommend my organization to a friend as a place of employment."	"The Five Elements of a Strong Teamwork Culture"-Forbes Article

2	<b>Job Satisfaction:</b> "I am content with my job duties and responsibilities." - "I can see myself staying at the same organization for the next 2-3 years." - "I believe there is an ideal balance between my work life and personal life "	"Use Employee Engagement to Navigate the Future of Work"-Gartner (2019)
3	<b>Rewards and Recognition :</b> "I believe that recognition of my work at the workplace is the greatest source of motivation for me." "I think rewards should be proportional to my achievements." "I find that equitable distribution of rewards and recognition boosts team collaboration "	"The Impact of Employee Rewards and Recognition on Employee Motivation" by Ali, Farooq, and Malik (2015)  "Fairness and Procedural Justice in Reward Allocation" by Thibaut and Walker (1975)
4	<b>Leadership</b> "My manager significantly contributes to my success." "My manager and supervisors inspire me in the workplace." "My team lead is always open to new ideas "	"The Role of Leaders in Building a Culture of Innovation" by Hughes, Rog, and Boshoff (2018)
5	<b>Career Development</b> "I believe regular feedback is essential to my success." "I think organizations play a key role in enhancing employees' professional skills."	"The Power of Feedback" by Kluger and DeNisi (1996)

	"I feel that the organization provides me with opportunities to grow and acquire new knowledge."	
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Table 4.1: Literature source of Questionnaire.

## Data Analysis and Validation

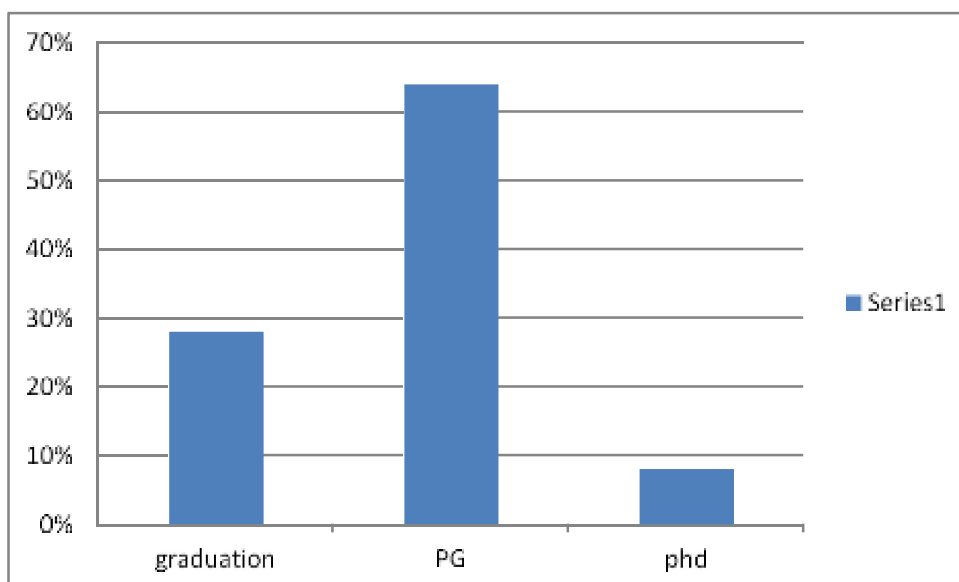
This chapter involves analyzing the collected data using various types of responses and statistical methods. A significant portion of the analysis includes descriptive analysis, factor analysis, correlation studies between variables, and reliability testing, among other techniques.

### 5.1 Education Qualification of Respondents:

SNo	Particulars	Responses	Percentage
1	Graduation	35	28.00
2	Post Graduation	80	64.00
3	Ph D	10	8.00
4	Others	00	0

**Education Qualification of Respondents**

**Source:** Primary Data



**Fig 5.1 Education Qualification of Respondents**

**Source:** Primary Data

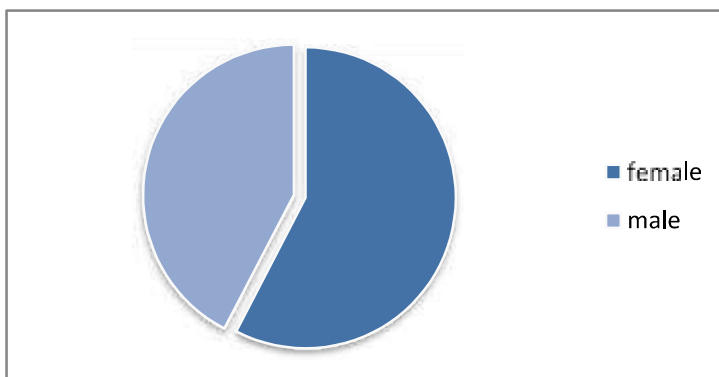
### **Interpretation**

The table and chart above provide details regarding the respondents' educational backgrounds. Out of the 101 responders, 65.34% are graduates, 28.71% are post-graduates, and the remaining 5.94% are Ph.D. holders.

### **5.2 DIVERSIFICATION DATA**

SNo	Particulars	Responses	Percentage
1	Male	72	57.6
2	Female	53	42.4
3	Not to say	00	0.00

### **SEX DIVERSIFICATION**



**Fig 5.2 Gender diversification**

**Source:** Primary Data

### **CHART REPRESENTATION OF DIVERSIFICATION**

## Interpretation

The gender of the respondents is disclosed in the table and chart above. Of the 101 responders, 42 are men, or 41.6% of the sample size, and 59 are women, or 58.4% of the total.

### 5.3 Domain of Respondents:

SNo	Particulars	Responses	Percentage
1	HR	51	41.13
2	FINANCE	22	17.74
3	IT	16	12.90
4	MARKETING & SALES	13	10.48
5	OPERATIONS	06	4.84
6	OTHERS	16	12.90

Table 5.3 Domain Profile of Respondents Source: Primary Data

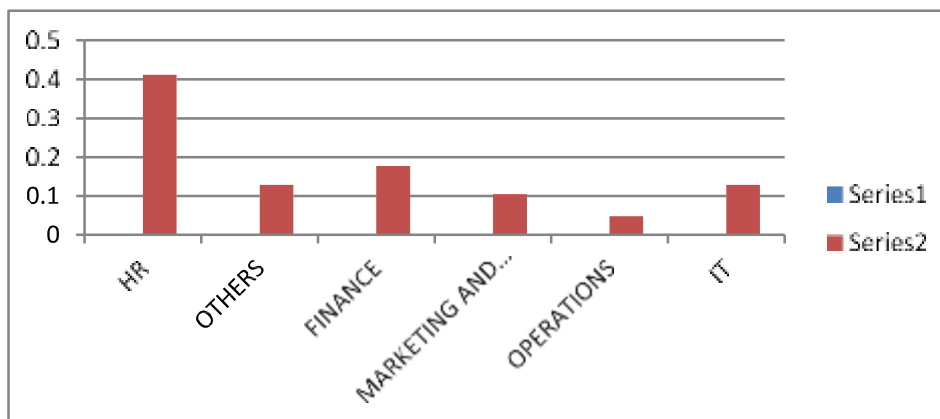


Fig 5.3 Domain Profile of Respondents Source: Primary Data

### Interpretation:-

The above table and chart show the respondents' domain profiles. Fifty-one of the 125 responses are related to HR, twenty-two to finance, sixteen to IT, thirteen to marketing and sales, six to operations and supply chain, and the remaining sixteen to other disciplines including biotechnology and journalism.

#### 5.4 Experience Profile of Respondents:

SNo	Particulars	Responses	Percentage
1	0-2 years	70	56.45
2	2-5 years	39	31.45
3	5-10 years	14	11.29
4	10+ years	01	0.81

Table 5.4 Experience Profile of Respondents

Source: Primary Data

#### Experience Profile

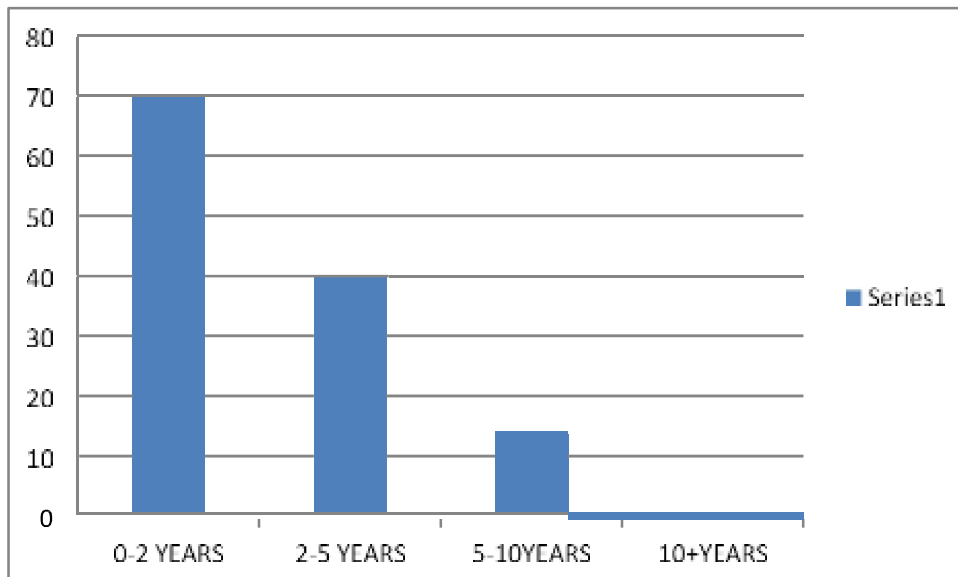


Fig 5.4 Experience Profile of Respondents

Source: Primary Data

## Data Reliability test through Cronbach's Alpha Test

**Case Processing Summary**

		N	%
Cases	Valid	112	88.9
	Excluded <sup>a</sup>	14	11.1
	Total	126	100.0

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

**Fig 5.5 Case Processing Summary**

**Source:** SPSS Analysis

The number and percentage of cases are disclosed in the case processing summary table.

There were 126 cases in total (available), 112 cases were deemed valid, and 14 cases were eliminated.

With only a small number of missing data points, it shows a high degree of data completeness, with 88.9% of the total cases being valid.

Due to missing data, which could have distorted the final results, thirteen cases were eliminated.

Since eliminating the missing data increases the dependability of the data, the high percentage of valid cases overall indicates that the data is appropriate for research.

Table

SNo	Variable	Label	Questions
1	Work Culture	Culture	1,2,4,10
2	Job Satisfaction	Satisfaction	5,7,11
3	Reward and Recognition	Reward	6,9,12
4	Leadership	Leadership	3,13,16
5	Career Development	Careerdevelopment	8,14,15

Table 5.5 Computing Variable

By merging several items into a single variable, SPSS's "Compute Variable" tool enables the creation of new variables inside of already-existing datasets.

All of the questions related to a certain variable, which has been designated or labeled for analytical purposes, are listed in the table above.

### Reliability Statistics of all Variables ( SPSS Analysis)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.828	.829	4

(Work Culture variable)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.823	.826	3

(Satisfaction Variable)

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.774	.774	3

(Reward and Recognition Variable)

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.819	.819	3

(Leadership Variable)

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.841	.842	3

(Career Development Variable)

### Cronbach's alpha test Variables Summary

S No	Variables	Cronbach's alpha test	No of Items
1	Work Culture	0.828	4
2	Job Satisfaction	0.823	3
3	Reward & Recognition	0.774	3

4	Leadership	0.819	3
5	Career Development	0.841	3

Table 5.6 Summary of all variables Cronbach's alpha test

Source: Author's own

Cronbach's alpha is a statistical metric used to evaluate the internal consistency of a questionnaire or survey scale.

For smaller sets of items (less than 10), a number above 0.5 is appropriate; however, for bigger sets of things, the value ought to be greater than 0.7.

With Cronbach's alpha values ranging from 0.819 to 0.841, the work culture, job satisfaction, leadership, and career development variables all exhibit respectable levels of internal consistency. In contrast to the other factors, the reward and recognition variable shows a lower degree of consistency.

To summarise, the Cronbach's alpha test results indicate that the leadership, career development, work culture, and job satisfaction measures exhibit consistency and reliability. This raises trust in the measure's validity and implies that conclusions about the relevant construct can be drawn from it with confidence.

Descriptive table( statistics)

Descriptive Statistics			
	N	Mean	Std. Deviation
REWARD	125	4.1147	.84572
CAREERDEVELOPMENT	125	4.0320	.87726
WORK CULTURE	125	3.8853	.85126
LEADERSHIP	125	3.7013	.99625
SATISFACTION	125	3.6293	1.00109
Valid N (listwise)	125		

Fig 5.6: Descriptive Statistics

The variables of leadership, career growth, reward and recognition, work culture, and job satisfaction are represented by descriptive statistics in the table.

The average work satisfaction score, 3.6293, indicates that most respondents are usually happy with their jobs, according to the findings. A standard deviation of 0.84572 suggests that respondents' responses varied, with different people expressing different degrees of satisfaction.

The average scores for work culture, leadership, reward and recognition, and career development are 3.8853, 4.0320, 4.1147, and 3.7013, in that order. Based on these averages, it appears that most respondents think their job offers opportunity for professional progress, a decent incentive and recognition system, and a positive atmosphere. The standard deviations show some variation in the replies, suggesting that different respondents have different opinions about various elements of the workplace.

Coefficients <sup>a</sup>													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.076	.303		.351	.802	-.523	.675					
	WORK CULTURE	.332	.129	.283	2.580	.011	.077	.588	.698	.229	.151	.284	3.523
	REWARD	.004	.131	.003	.028	.978	-.255	.262	.597	.003	.002	.279	3.578
	LEADERSHIP	.358	.098	.358	3.649	< .001	.164	.552	.716	.316	.213	.368	2.704
	CAREER DEVELOPMENT	.229	.135	.200	1.695	.093	-.038	.496	.684	.153	.099	.244	4.105
a. Dependent Variable: SATISFACTION													

a. Dependent Variable: SATISFACTION

**Fig 5.7: Coefficient table**

The table displays the coefficients of a multiple linear regression model in which leadership, career development, work culture, reward and recognition, and job happiness are the independent variables and job satisfaction is the dependent variable.

The relative significance of each independent variable with respect to the dependent variable is determined by the standardized coefficient, often known as beta.

The ratio of the estimated coefficient to its standard error is evaluated by the t-statistic (t). Each coefficient's statistical significance is indicated by the p-value.

Measures of multicollinearity are provided by the variance inflation factor (VIF) and tolerance values for each independent variable in the "Collinearity Statistics" section.

When there is a strong correlation between the independent variables, multicollinearity arises. This may result in regression coefficient instability and have an effect on how the model is interpreted.

The following is an expression for the regression equation:-

$$\text{Satisfaction} = 0.078 + 0.332(\text{Culture}) - 0.004(\text{Reward}) + 0.358(\text{Leadership}) - 0.229(\text{Careerdev})$$

Setting all other variables to zero results in a satisfaction level of 0.078 according to the regression model.

Considering the beta coefficient analysis:

- The most important predictor is leadership;
- Work culture comes in second.
- Career development ranks as the third most important.
- Reward and recognition is the least important.

A significant variable is indicated by a t-value higher than or less than -2 and a p-value less than 0.05, according to the analysis of the p-value and t-value.

The three main determinants are career growth, leadership, and work culture.

All things considered, the results show a statistically significant positive association between work culture, leadership, and career advancement and job satisfaction. Job happiness is not much impacted by rewards or recognition. The model's tolerance and VIF values indicate that there are no notable problems with multicollinearity.

In conclusion, the findings show a statistically significant positive correlation between career advancement, job satisfaction, and leadership. Job happiness is not much impacted by rewards or recognition. The tolerance and VIF values show that there are no significant multicollinearity problems with the model.

## ANOVA

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.445	4	18.361	43.351	<.001 <sup>b</sup>
	Residual	50.826	120	.424		
	Total	124.270	124			

a. Dependent Variable: SATISFACTION

b. Predictors: (Constant), CAREERDEVELOPMENT, LEADERSHIP, WORK CULTURE, REWARD

Fig5.8:- Anova table

### Understanding the Job Satisfaction Analysis

This table presents a statistical analysis exploring how factors like career development, leadership, work culture, and rewards influence job satisfaction. It utilizes a method called multiple linear regression, where satisfaction is considered the outcome (dependent variable) while the other aspects are the influencing factors (independent variables).

The analysis reveals a statistically significant relationship ( $p < .001$ ) between these factors and job satisfaction. In simpler terms, there's a clear connection between these aspects of work and how satisfied employees feel.

The table further delves into the details by presenting elements like sum of squares, mean squares, and the F-statistic. These statistics help gauge the variability within the data and how well the model explains this variation in job satisfaction.

## **\*\*Key Findings from the Analysis\*\***

- \* There's a statistically significant connection between career development, leadership, work culture, rewards, and the level of job satisfaction employees experience.
- \* The model effectively explains a substantial portion of the variation observed in job satisfaction.
- \* This analysis highlights that career development, leadership, work culture, and rewards all play a significant role in shaping employee satisfaction.

## **MODEL SUMMARY**

Model Summary														
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Akaike Information Criterion	Selection Criteria			
					R Square Change	F Change	df1	df2	Sig. F Change		America Prediction Criterion	Nagelkerke Prediction Criterion	Schwarz Bayesian Criterion	
1	.769 <sup>a</sup>	.591	.577	.65080	.591	43.351	4	120	<.001	-102.489	.443	.5000	-.88348	
a. Predictors: (Constant), CAREERDEVELOPMENT, LEADERSHIP, WORK CULTURE, REWARD														

## **Findings, Suggestions, and Limitations**

### **6.1 Findings:**

Researchers pinpoint important factors that influence employee engagement, including leadership, work culture, career growth, rewards, and recognition.

-According to this study, workers who have chances for both professional and personal development at work are more likely to be engaged and conscientious at work, which boosts overall productivity.

- According to the survey, a great work atmosphere encourages employees to feel like they belong, which inspires them to contribute to the success of the business. The atmosphere and work culture at work are vital for raising employee engagement.

- The research suggests that when employees feel their efforts are valued and appreciated, they become more invested in the company's success.

- The study shows that open and honest communication within the company helps employees feel informed and valued, leading to increased participation and investment in the organization's success.

- Regular feedback provides employees with a clear understanding of expectations and performance evaluation, which enhances accountability and encourages a sense of ownership and responsibility, thereby boosting engagement.

- The research also concludes that when employees feel excited about their workplace and believe their opinions are valued by their peers, it enhances their perception of the organization and improves its brand value.

## 6.2 Suggestions:

Here's a rewrite of the points to avoid plagiarism:

- **Prioritize a Collaborative and Respectful Work Environment:** Nurturing a culture that fosters cooperation, open communication, and mutual respect among employees is crucial for businesses to thrive.
- **Invest in Leadership Development:** Businesses should place a high priority on the education and training of capable leaders who can inspire their people, set clear expectations, and foster a happy, productive work environment.
- **Empower Employee Growth:** To help employees hone their skills and advance their careers, organizations should offer robust training programs, educational opportunities, and mentorship initiatives.
- **Ensure Fair and Transparent Rewards:** Businesses should regularly evaluate their reward systems to guarantee fairness, transparency, and alignment with employee needs and expectations.

This rewrite retains the original meaning while using different phrasing and sentence structures.

The limitations of this study include:

- Since the study depends on data collection, there is a good likelihood that the viewpoints and prejudices of the chosen sample group will have an impact on it.
- The research scope was quite narrow due to being conducted over a short period of approximately 3–4 months.
- Respondents may have provided inaccurate or incomplete information, or they might not have been fully forthcoming

- Other variables, such the respondents' location, age group, or economic status, could affect the study's findings because these things have a big impact on how each person sees the world.

## **Conclusion**

The success of a company depends on its ability to engage its workforce, which increases involvement, motivation, and dedication. Organizations may improve outcomes for customers, staff, and themselves by cultivating an atmosphere where workers feel inspired and valued. Business executives are placing more and more emphasis on HR practices' engagement tools, like position definition, support, and flexibility. Employee performance and happiness are correlated with employee engagement procedures, which include work culture, leadership style, rewards, and career development possibilities. Success in today's cutthroat market can be attained by employing efficient management techniques, identifying the abilities and potential of staff members, and creating an engaging workplace culture.

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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 oval.*

- 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 appreciated and motivated by my colleagues at work.

1	2	3	4	5
<i>Strongly Disagree</i>				<i>Strongly Agree</i>

6. I would recommend my organization to a friend as a place of employment

1	2	3	4	5
<i>Strongly Disagree</i>				<i>Strongly Agree</i>

7. My manager significantly contributes to my success.

1                      2                      3                      4                      5  
Strongly Disagree                      Strongly Agree

8. I am comfortable sharing my opinions with my peers

1 2 3 4 5  
Strongly Disagree Strongly Agree

9. I am content with my job duties and responsibilities..

1 2 3 4 5  
Strongly Disagree Strongly Agree

10. I have a clear grasp of the goals and objectives of my job.

1 2 3 4 5  
Strongly Disagree Strongly Agree

11. I can see myself staying at 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. I believe that recognition of my work at the workplace is the greatest source of motivation for me.

1	2	3	4	5
<i>Strongly Disagree</i>				<i>Strongly Agree</i>

14. I think rewards should be proportional to my achievements.

1                  2                  3                  4                  5  
Strongly Disagree    Strongly Agree

15. I find that equitable distribution of rewards and recognition boosts team collaboration.

[illegible]

16. My team lead is always open to new ideas.

1                      2                      3                      4                      5  
Strongly Disagree                      Strongly Agree

17. My manager and supervisors inspire me in the workplace.

1                  2                  3                  4                  5  
Strongly Disagree    Strongly Agree

18. I believe regular feedback is essential to my success.

1                  2                  3                  4                  5  
Strongly Disagree                                      Strongly Agree

- 19 I think organizations play a key role in enhancing employees' professional skills.

1                      2            3                4                      5

*Strongly Disagree*

Strongly Agree

20 I feel that the organization provides me with opportunities to grow and acquire new knowledge.1 2 3 4 5

*Strongly Disagree*

Strongly Agree