AMITY UNIVERSITY ONLINE, NOIDA, UTTAR PRADESH

In partial fulfilment of the requirement for the award of degree **of Master of Business Administration (Specialization: Human Resources Analytics)**

Title: HR Analytics and its role in Employee Engagement in a small-size company

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<u>ABSTRACT</u>

Employees are one of the key resources of the company and employee engagement is the essential part of the organizational fulfilment. Engaged employees predicts the employee outcomes, organizational fulfilment, and financial performance. Employee Engagement is the level of dedication and enthusiasm of an employee towards the achievement of success. It is the passion, involvement and motivation they bring to work, which they guide their work. Engaged employees identify their own individual goals and align them with the organizational goals while improving profitability of organization and improves the overall performance.

Engaged employees gives more productivity, are more dependable and are more likely to go the more mile for the company. It is an illusive pressure that motivates an individual to gain better stages of performance. The engagement of an employee is measured by their ability to produce results, loyal to the company, and more importantly, being an ambassador for the company at all times.

Human Resources Professionals are reviewing the existing talent, work on their development and attract new talent at the workplace. Since a highly engaged workforce will be happier, productive and truly go beyond. HR is the only department which is the most connected to every employee of the organization. They also have a broader view of company's strengths and areas of development. Employee engagement is extremely essential for the organizational success but it is even more important to measure it and maintain it.

Employees have a difficult time finding a job that suits their experience and gives them the contentedness. The HR department is well-equipped to meet the criteria as they offer a position that is in-line with the qualifications and experience of the employee. Additionally, workplace should be aware of the desires and requirements of all its employees to keep them motivated. It is important to have employee engagement goals that guide to fill the companies with happy and motivated employees who are willing to work in an environment where they invest their time, are connected to their employees and are aligned with the company's goals and values.

Employee engagement has a very real impact on organizational success. Companies with highly engaged workforce are 24% more profitable (Gallup). HR is a key in ensuring a positive working environment where all the employees feel valued. By taking measures to support employee engagement, human resources plays pivotal role in improving productivity and demonstrating its commitment to overall success of the business. The success of employee engagement programs depends on the employee's receptivity to it.

Employee Engagement begins at the beginning of the employee life-cycle from the candidate experience, recruitment process, onboarding, career planning, learning and development, leadership, company environment, policies and succession, retirement or exit from the organization. The employee engagement drivers, measurement tools and engagement maintenance is extremely crucial for better performance of employees.

Employee engagement shall become more fluid and organizations would adopt ongoing and holistic strategies for two-way conversations instead of one-time annual surveys. They will include regular feedbacks and provide high quality learning and career development opportunities to their employees. Employee engagement can enable a technology based, data-driven approach for the measurement and elevation of employee happiness and satisfaction, and employee experiences.

The HR manager is accountable for ensuring that employees are always learning new skills, are equipped with the appropriate equipment to perform their tasks, and are recognized for their work. By doing this, HR will increase employee engagement, which, in turn, boosts the company's efficiency. Employee engagement affects every aspect of the business including profitability, revenue, customer experience, employee turnover, team dynamics etc. When employees are engaged, they unlock their hidden potential and increase productivity while fuelling sustainable business growth.

Employee engagement is built on trust, integrity, a two-way commitment, and open communication between an organization and its members. It is a strategy that increases the likelihood of business success by improving organizational and individual performance, productivity, and well-being. It is also an excellent opportunity to secure long-term commitment and discretionary effort from your team. That effort will ultimately result in increased sales and fewer mistakes.

Employee engagement is an ongoing process that progresses through various stages that describe the level of engagement, involvement, attachment, and belongingness between the employee and employer. In general, higher levels of employee engagement correlate with higher organizational profitability.

<u>CERTIFICATE</u>

This is to certify that Miss. Khushi Govind Upadhye, of Amity University Online has carried out the project work presented in this project report entitled "A review on the effectiveness of the HR Analytics in predicting Employee Engagement of a small-size company" for the award of Master of Business Administration in Human Resources Analytics under my guidance. The project report embodies results of original work, and studies are carried out by the student herself. Certified further, that to the best of my knowledge the work reported herein does not form the basis for the award of any other degree to the candidate or to anybody else from this or any other University/ Institution.
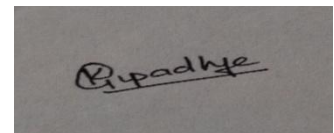
Signature

Name of the guide – Mrs. Pooja Rajeev Bal

Designation – Senior Human Resources Professional

<u>DECLARATION</u>

I, Khushi Govind Upadhye, a student pursuing Masters of Business Administration in Human Resources Analytics, Semester IV at Amity University Online, hereby declare that the project work entitled "A review of effectiveness of Human Resources Analytics in predicting Employee Engagement in a small-size company" has been prepared by me during the academic year, 2023-24 under the guidance of Mrs. Pooja Rajeev Bal, Senior Professional, HR Leadership. I assert that this project is a piece of original bona-fide work done by me. It is the outcome of my own effort and that it has not been submitted to any other university for the award of any degree.

Signature of the student

Khushi Govind Upadhye

MBA (HRA) Semester IV

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LIST OF ABBREVIATIONS –

HR – Human Resources

KPIs – Key Performance Indicators

CSR – Corporate Social Responsibility

MEMW – Maharashtra Electro Mechanical Works Private Limited (Company Name)

CVD – Cardiovascular Diseases

DEI – Diversity, Equity and Inclusion

POSH – Prevention of Sexual Harassment Act

PPE – Personal Protective Equipment

CPR – Cardiopulmonary Resuscitation

LMS – Learning Management System

BAU – Business as Usual

5S – Sort, Set Shine, Standardize and Sustain

eNPS – Employee Net Promoter Score

CHAPTER 1 – INTRODUCTION TO

EMPLOYEE ENGAGEMENT

CHAPTER 1 – INTRODUCTION TO THE TOPIC

1.1 HUMAN RESOURCES ANALYTICS

Human Resources Analytics (HRA) is a field of Analytics which is a data-driven approach of Human Resources Management. It focuses on analyzing people while using analytical methods to improve the human capital of the organization. It is also known as **'People Analytics'** or **'Workforce Analytics'** or **'Talent Analytics'**. It analyzes and collects the human resources data in order to gain insights to make data-driven and efficient decisions through key performance indicators (KPIs) and different HR metrics to for a better organizational performance.

HR Analytics identifies trends in the workforce, predicts the future of the organization, identifies the loopholes and areas of improvement and optimizes the strategies. It defines, collects, plans, analyzes, reports the rationalized data and application to improve business outputs. HR Analytics contributes in recruitment and hiring, employee engagement, workforce planning, performance management, workforce diversity and inclusion, workforce cost optimization, etc. It is important for the establishment of data-driven organization that aligns the HR strategies with the organizational culture and supporting cultural change initiatives which is helpful in influencing the employee behaviour.

HR Analytics gathers hidden insights from the data according to the business requirements, generates reports based on the data while forwarding it to the concerned teams for further action while performing market analysis which results in improved business requirements of the business and its customers. Thus, it is a way to manage people at work based on the data to look at problems with people and figure answers to important questions about your business. Human Resources Analytics measures different HR metrics like revenue per employee, offer acceptance rate, time to hire, quality of hire, training expenses per employee, training efficiency, time to fill, voluntary turnover rate, involuntary turnover rate, absenteeism, human capital risk etc.

1.2 OVERVIEW OF EMPLOYEE ENGAGEMENT

The term '**Employee Engagement**' describes how enthusiastic, committed and emotionally engaged an employee is in the company they work for. It is the degree to which employees feel a strong and emotional bond. The employees use their enthusiasm, engagement and drive for their jobs as a source of inspiration. Engaged employees relates to their organizations and match their personal objectives with the organizational goals.

Employee engagement is the emotional investment that employees make in their jobs, both in terms of the effort they put in and the drive they have to perform well. The relationship that employees have with their jobs and workplace is known as employee engagement. It also gauges how dedicated team members are to their work and how excited they are about generally helping the business they work for succeed.

Since employees are passionate about their work and the company they work for, as well as having a sense of belonging that promotes organizational success, employee engagement is a crucial indicator of work satisfaction. Profitability, employee productivity, and work quality all rise as a result. Employee engagement is one of the most dominant source of competitive advantage.

Additionally, it keeps the best employees in the organization, which raises retention rates. It aids in stress reduction and management. Motivated, productive, and goal-oriented employees are more likely to be engaged. engagement not only helps companies retain top talent, but it also improves customer service, reduces employee burnout, and increases profits. It also increases productivity while lowering absenteeism, and helps in understanding the ongoing workforce trends, find root causes and provides solutions which is well thought. Employee engagement is a never-ending journey and the effort to sustain it cannot stop.

A smooth onboarding process, a positive work environment that values transparency, openness, autonomy, and respect; giving employees flexibility and access to time management tools; job designing that leads to career development, performance management and effective communication with meaningful work and regular feedback; recognition, autonomy and client loyalty; learning and development activities; effective leadership and succession planning, economic achievement and employee retention with an appropriate organizational lifestyle, workplace wellness initiatives, diverse, equitable and inclusive work environments, work-life balance; all of these factors contribute to increased employee engagement and boosts productivity and loyalty.

1.3 OBJECTIVES OF THE PROJECT –

- ➢ To define HR Analytics, employee engagement, its significance and its strategies.
- ➢ To study the metrics which drive employee engagement in a small-size organization named Maharashtra Electro Mechanical Works Private Limited (MEMW).
- ➢ To review the HR strategies by using predictive analytics for the measurement and maintenance the employee engagement in an organization.
- ➢ To study how employee engagement affects the organizational performance.
- ➢ To examine the role of HR Analytics and HR Professionals in effective employee engagement.
- ➢ To analyze the research problem and make sure that it is resolved.
- ➢ To find solutions and strategies for improving the engagement score and organizational effectiveness of Maharashtra Electro Mechanical Works.
- ➢ To summarize the findings of employee engagement and listing the limitations of the study.

1.4 EMPLOYEE ENGAGEMENT DRIVERS

The Key Performance Indicators (KPIs) to foster employee engagement in an organization are recruitment and selection, onboarding, job designing, work-life balance, trust in leadership, clear and effective communication, recognition and rewards, fair compensation, equal opportunities, meaningful work, collaboration and team work, social responsibility, inclusion and diversity, employee empowerment, fair compensation with opportunities for growth and development, accountability, performance evaluation and management, two-way communication among the employees and the employers, productivity, adaptability, personality factors, organizational values and vision, and corporate social responsibility (CSR).

Organizations can target a variety of employee engagement drivers to boost productivity, efficiency and overall employee contentedness. Organizational drivers of employee engagement include aspects of overall company culture and work environment. Company culture begins with founding of a company and evolves with new hire. Prioritizing company culture can boost employee engagement across the organization. The right combination of perks, benefits, and compensation can help employees create their ideal work environment, achieve work-life balance, and plan for their financial future. These components have a direct impact on employee engagement.

HR Analytics create a culture of trust at all the levels, allowing a free flow of regular communication and feedbacks, team collaboration, and the active participation of entire team in decision-making process. HR Analytics boost employee engagement by identifying the KPIs through surveys and feedbacks and develop organizational targeted strategies. It makes use of predictive analytics to recognize employees at a higher risk of leaving the organization. HR Analytics also personalizes the employee development to gain insights into unique skills according to the strength and requirements of the individual as well as the organization. It builds effective employee succession plans with pay and benefits, while evaluating the customer experiences through regular and real-time feedbacks.

1.5 ADVANTAGES OF EMPLOYEE ENGAGEMENT

1) IMPROVED PERFORMANCE –

Employee Engagement leads to better productivity and efficiency. It improves the individual employee performances thereby contributing to the overall success of organization. These employees are more likely to stay with the company for a longer interval and are willing to go extra mile to achieve the goals.

2) ENHANCED WORKFORCE SAFETY –

Since engaged employees are quite vigilant and proactive, they can identify the potential hazards which prioritizes safety and reduces the risk of accidents in the workplace since the employees are more focused on their goals and less distracted by other concerns.

3) POSITIVE COMPANY CULTURE –

It develops a positive company culture that is diverse, equitable and inclusive in nature. The employees share common objectives while being supportive and collaborative to their team members. This results in lower turnover rates and reduced costs.

4) REDUCED ABSENTEEISM –

When the employees are motivated and satisfied with their work, they're less likely to take unnecessary leaves. These employees are aligned with the organizational goals and values of the company.

5) COMPETITIVE ADVANTAGE –

Engaged employees are more committed towards the organization's success, they also provide better customer support and contribute towards the growth and innovation, such companies hold a competitive advantage over the market.

6) HIGHER REVENUES –

If the company has a higher level of employee engagement, it experiences higher revenue per share thus leading to a positive impact on financial performance of organization. Engaged employees are focused, innovative and productive which leads to better profits of the company.

7) TREND ANALYSIS –

It helps to analyze the current trends which are ongoing in the industry and also the upcoming trends, find root causes and devises a solution without guessing. It makes use of HR Analytics to interpret and make informed future decisions using the historical data which can be both qualitative or quantitative in nature.

1.6 LEVELS OF EMPLOYEE ENGAGEMENT –

1. **HIGHLY ENGAGED EMPLOYEES –**

These employees hold a quite favorable perception about their work. They are the "brand advocates" who are happy with their work culture and speak highly of it to their friends and family. These employees perform better and are more productive than employees with low or average engagement.

2. **MODERATELY ENGAGED EMPLOYEES –**

These employees see their company in moderately favorable light. They might like their organization but they something about their job holds them back from full engagement. These employees do not ask for responsibilities as they often underperform.

3. **BARELY ENGAGED EMPLOYEES –**

These employees feel indifferent towards their place of employment. They lack motivation and they only complete the tasks they're being asked to do. They often search for other job and are at high turnover risk for the existing organization.

4. **DISENGAGED EMPLOYEES –**

These employees have a negative opinion of their workplace. They are not connected with their mission, goals and future of the company. They lack commitment to their position and their responsibilities. They're not productive and aren't concerned about the organization.

<u>1.7 ABOUT THE COMPANY MAHARASHTRA ELECTRO MECHANICAL WORKS PRIVATE LIMITED</u>

For implementing and demonstrating the employee engagement using HR Analytics, I went ahead and searched for some small-size companies near me. **Maharashtra Electro Mechanical Works Pvt Ltd (MEMW)** was one such company that is interviewed by me. It is a premier organization in the Electro-mechanical field which is an ISO 9001:2015 certified organization which was started in the year 1967 with ESA certification (Social Compliance) in Navi Mumbai, Maharashtra (400710). They are multiple service provider under one roof and have catered the needs of many governments, semi government and private sector organizations for 3 decades.

The organization provides various services such as rewinding, motor repairs, motor redesigns, and motor overhauling. I visited the organization and requested him to allow me to conduct an employee engagement survey in MEMW, to which he agreed. Their factory is located at a convenient location in Mahape, Navi Mumbai, containing 10,000 Sq. ft RCC construction with sufficient electrical and water facilities. They have various different testing, brazing and coil spreading, coil moulding machine etc. Their major works include rewinding, repairing and overhauling of H.T and L.T motors for improving the energy efficiency and voltage conversion of H.T motors, DC motors, generators, alternators and different welding equipment. They redesign marine alternators for on-shore applications by converting 60 cycles to 50 cycles. Fabrication and manufacturing of precision components for various machines, repairing, rewinding and overhauling of water pumps, chemical pumps, compressors etc. Their major clients include Maharashtra Industrial Development Corporation (MIDC), CIDCO Ltd, Siemens Ltd, Kirloskar Electric Co. Ltd Bangalore, Naval Dockyard, Mumbai. JSW Steel Tarapur, Jawaharlal Nehru Port Trust etc.

I visited Maharashtra Electro Mechanical Works Private Limited, and met the owner Mr. Swanand Kulkarni. I introduced myself and informed him about the purpose of my visit. I informed him that I'm a student of Amity University Online, Noida Uttar Pradesh and that I was interested in conducting an Employee Engagement Survey in his company for the fulfilment of my final year project for the degree of Masters of Business Administration in Human Resources Analytics. He was kind enough to agree to my request. I first asked him about a few basic questions regarding MEMW and when it was established. I asked for a general procedure followed in the company. I informed him why have I chosen this topic and what is the purpose of my visit to Maharashtra Electro Mechanical Works Private Limited. He answered my questions introduced me to the Human Resources Manager of MEMW, Mrs. Suvarna Dalvi. She was polite and explained me about their working patterns. I asked her about their clients, departments, number of total employees, number of associate employees, helpers, painters etc. She showed me around and I introduced myself in all the departments first. Then, according to the department, I asked for the employee name, department name, mobile number and email IDs of the employees.

1.8 IMAGES –
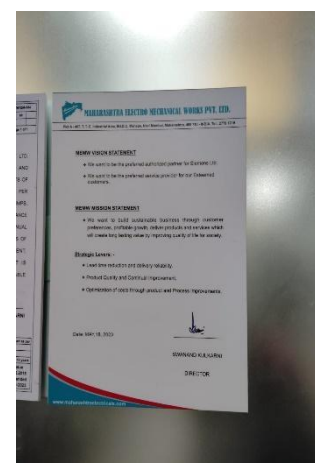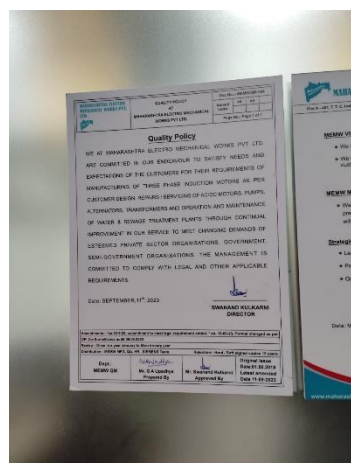
CHAPTER 2 – ROLE OF HR ANALYTICS AND HR PROFESSIONALS IN EMPLOYEE ENGAGEMENT

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2.1 ROLE OF HR ANALYTICS IN EMPLOYEE ENGAGEMENT

HR teams play an important role in the company by aligning the leaders, managers and employees on a path forward with employee engagement. Since every company is unique, based on their manpower strength, leadership, revenue, profitability, and duration, the companies can implement strategies for employee engagement using HR Analytics.

HR Analytics identifies, analyzes how it impacts the employee engagement of a company through different measures such as surveys, questionnaires, interviews, to understand and create better strategies and to create it, HR Analytics measures the current impact of existing employee engagement strategies. It shows the relation between the cause and the impact of a particular strategy. It reimagines the employee experience using data insights to find right answers to the employee requirements and concerns.

HR analytics entails using data and statistical analysis to better understand and improve various aspects of the human resources department. It enables organizations to make data-driven decisions about recruitment, performance management, employee engagement, and workforce planning. By analyzing key HR metrics and trends, businesses can improve their overall HR strategy and contribute to better organizational performance.

HR Analytics identifies key engagement drivers to focus on areas that needs improvements. It also leverages predictive modelling techniques of analytics to identify and predict which employees and how many employees are at a risk of disengagement using performance metrics, tenure, absenteeism rate, market trends and surveys to create and implement targeted strategies for disengaged employees.

Through HR Analytics one can gain insights into unique skills, strengths and development needs of individuals. HR can design personalized training and development programs to align employee aspirations, boosting engagement and career satisfaction. It facilitates the implementation of real-time feedback systems enabling your managers to provide timely recognition and constructive feedback to their team members to foster a continuous improvement and strengthens employee engagement.

For an organization to guarantee a seamless transfer of talent, succession planning is essential. You can identify high-potential employees, evaluate their preparedness for leadership roles, and create customized succession plans with the help of HR analytics.

The possibility of important employees leaving because of a lack of growth opportunities is decreased by this proactive approach to talent management. Optimization of pay and benefits The HR team can better grasp the connection between retention and compensation with the aid of HR analytics. To attract and retain top talent, they could optimize pay structures and benefits packages by analyzing market trends, employee performance, and satisfaction data.

Your HR team could use HR analytics to examine information obtained about different employee experience touchpoints, including work-life balance, performance management, onboarding, and training. They can use this information to pinpoint areas where they can enhance the employee experience, which will ultimately lead to higher retention rates.

2.2 ROLE OF HR PROFESSIONALS IN EMPLOYEE ENGAGEMENT –

1. **RECRUITMENT –**

The HR manager is responsible for conducting interviews, implementing onboarding processes, training and instructions and making decisions on whom to hire, when to hire, time to fill and source of hire. HR professionals should ensure the right fit with digitally sound knowledge to create an engaged workforce. They also implement talent management strategies to reduce the skill gaps both internally and externally by effective job descriptions, showcasing company culture, detailing future development opportunities and ensuring that the wins are celebrated. A fulfilling onboarding process lays the groundwork for enduring employee engagement by making new hires feel optimistic about their choice to join the company. Engaging employees is essential to the hiring and onboarding processes. It fosters a happy and productive work environment, increases retention rates, and draws in top talent. The implementation of efficient onboarding programs and active candidate engagement during the recruitment process can make a substantial contribution to an organization's long-term success.

2. COMMUNICATION –

There is a need for internal communication taking place in between the HR professional and the employee to update the staff about the company policies, news and procedures to keep them informed and engaged about the things happening in the company. There is a need for two-way communication to maintain a positive relationship with the employees on a regular basis through emails, newsletters, online or face-to-face meetings to ensure that the employees are aligned and connected to the company. Engagement among employees is contingent upon effective communication. It involves clear direction, trust, employee voice, feedback, social media, all-hands meetings, leadership communication, support from internal communication teams, and horizontal communication. Organizations can increase engagement, productivity, and overall success by placing a high priority on communication. It is crucial to establish an atmosphere that encourages cooperation, teamwork, and candid conversations among peers.

3. RETENTION –

HR professionals must retain the top-most talent in an organization. They should measure the employee's job satisfaction levels and identify the problems or challenges faced by the employees which might have led to employees leaving the company. They can conduct employee engagement surveys to ensure that the engagement levels are improved in the company. Employers can preserve organizational expertise and knowledge by keeping their current workforce. Retaining experienced staff members allows for the mentorship and training of new hires, facilitating the seamless transfer of skills and knowledge. Higher customer satisfaction results from engaged and happy staff members who are more likely to deliver superior customer service. Keeping employees on board helps to create a solid corporate culture.

4. **RECOGNITION** –

The most important part of HR managers is to recognize and reward employees for their contributions. It can be in the form of bonuses, reward programs or shoutout. Recognition is quite crucial to motivate the teams to perform better. HR managers should involve and lead in facilitating such initiatives to encourage higher levels of employee engagement. Programs for rewards and recognition have been shown to increase worker motivation, satisfaction, engagement, and teamwork. Employee engagement is higher when they perceive that their contributions are valued and appreciated. Employee engagement is increased by recognition, which also raises productivity and loyalty to the business. It promotes a positive workplace culture.

5. **PERFORMANCE MANAGEMENT AND EVALUATION** –

It is important to review the performance of employees and management of their performances. HR professionals should measure employee performance including efficiency, consistency, quality of work, creativity and innovation working with others and adaptability. Regular employee feedback and employee engagement surveys can boost company loyalty. Employees receive helpful feedback on their areas of strength and growth during performance reviews. Organizations can customize development programs by using evaluations of performance to recognize specific skill gaps or training needs. This encourages staff members to look for opportunities for personal growth by fostering a culture of continuous learning and development. Performance management guarantees that the objectives of each employee are in line with those of the company. Reduced productivity, higher turnover rates, and lower profits can all result from disengaged employees. Organizations can lower the risk of employee turnover by fostering an environment that encourages employee engagement and satisfaction through the use of efficient evaluation and management practices.

6. TECHNOLOGY AND TOOLS –

Being technologically advanced is necessary in today's world. HR professionals can provide access to employee engagement apps to grow their skill sets and knowledge to meet the organizational goals. It may include online learning management systems (LMS), training material and short courses, personalized growth initiatives for the highest performing employees. Real-time performance management and feedback can be facilitated by technology, and these are essential for fostering employee engagement. Managers can gain understanding of team effectiveness, locate areas for development, and enhance communication with the help of engagement software. This promotes engagement by assisting with goal alignment, offering assistance, and acknowledging accomplishments. Technology gives workers options and accommodates personal tastes. Employee productivity improves and concentration on critical tasks is made possible through technology. Using automation of repetitive tasks, provision of pertinent information, and optimization of workflows, technology enhances employees' productivity and effectiveness.

7. BUSINESS AS USUAL –

HR managers and professionals should understand the business as usual (BAU) engagement levels. It means assessing and tracking metrics like turnover, productivity and performance, identifying trends, patterns that affect the engagement levels. HR can also work with managers and seniors to identify and implement employee engagement strategies and activities to improve engagement in the short term as well as long term.

8. DISENGAGEMENT –

The employees who are becoming disengaged may start to pull back from their work leading to less contributions to wider team, less output, and less engagement in meetings etc. It is extremely important for an HR professional to look out for the disengagement signs of its employees and should take proper measures to re-engage them before they lose complete interest in the company.

9. TRUST AND COLLABORATION –

HR professionals can improve employee productivity by fostering a healthy work environment that encourages trust and collaboration with two-way communication. Human Resources mangers can encourage teamwork by establishing a unified workplace where colleagues value and acknowledge one another's contributions. By serving as coaches, guides, and facilitators, HR managers can encourage teamwork and rebuild employee trust. HR managers can improve engagement, fortify employee relations, and advance the organization's success by cultivating a culture of trust and teamwork. To foster trust, HR departments should be receptive to employee input and actively listen to them. Creating a cooperative action plan shows openness and gives workers a sense of importance. During trying times, like organizational changes or crises, trust in HR is essential. HR should be transparent and honest with staff members regarding the difficulties they encounter.

CHAPTER 3 – REVIEW OF LITERATURE

CHAPTER 3 – REVIEW OF LITERATURE

CIPD defines employee engagement as 'a combination of commitment to the organization and its values plus a willingness to help out colleagues'.

Karanges, Johnston, Beatson, and Lings (2015) defined engagement as the extent in which employees are willing to commit both emotionally and rationally within their organization, how long they are willing to stay as a result of that commitment, and how dedicated they are to their work. Employee engagement is the degree to which an individual is attentive to their work and absorbed in the performance of their role. Employee engagement is defined as "a good, rewarding work-related mental state characterized by vitality, devotion, and absorption" (Schaufeli et al., 2002, p.74).

Engaged employees guide the organizational goals, missions and intentions with its own to maximize the human capital since engaged employees tend to show a quite unrestricted behavior. Higher engagement level results in decreased employee turnover levels. The construct, employee engagement emanates from two concepts that have won academic recognition and have been the subjects of empirical research-Commitment and Organizational Citizen Behaviour (OCB) (Robinson, Perryman and Hayday, 2004; Rafferty et al., 2005). Employee engagement has similarities to and overlaps with the above two concepts.

There are various factors that influence the employee engagement, such as leadership and empowerment, health and safety, autonomy in the workplace, recruitment, equality, diversity and inclusivity, performance management and job satisfaction. After numerous research, evidence shows that employee engagement is related to employee well-being and experience because when the emotions are managed, employees feel more productive.

Personal relationships, effective two-way communication, co-operation, accessible human resources policies, sharing of responsibility between the management and employees, employees feeding their views upwards, and employees displaying discretionary behaviour are all signs of engaged employees. Employee engagement also depends upon the manager or supervisor to a greater extent. Kahn (1992) proposed that high levels of engagement lead to both positive outcomes for individuals, as well as positive organisational-level outcomes.

There are certain outcomes of employee engagement that predicts the employee outcomes, client outcomes and organizational fulfilment. It results in higher income, performance and productivity of the employees, financial achievements, motivating the employees through incentives and rewards. Employee engagement majorly depends upon the lifestyle of the company, reinforcement of guidelines by the enterprises to accomplish the organizational goals and performance which creates a sense of belongingness.

Since employee engagement majorly focuses on alignment of the organizational goals to the employee goals while exceeding the expectations, it creates an energized employee who contributes to organizational success. It is directly related to the psychological experiences of the employees who are cognitively, physically and emotionally engaged to the organization. Employee engagement effectively predicts the performances, business outcomes and the organizational fulfilment with the help of employee engagement strategies that encompasses the diversity of equipment to raise human resources to the best degree.

Studies show that higher the degree of employee engagement, higher is their dedication towards a specific task and reducing the absenteeism in the organization. It also decreases the employee attrition and advances productivity while creating an extended source of income. Employee engagement is related to the feeling of being trusted, valued and appreciated as it impacts the overall performance of employees, their job satisfaction and safety conditions because of the unrestricted behavior thus leading to profitability of organization.

According to a study conducted by the Towers Perrin in 2003, there are two core components namely rationality and emotions which are linked to affirmation, satisfaction from being a part of the workforce and also relating it to the relationship between the corporation and the individual. They believed that building the engagement is a never-ending process that enriches a meaningful work experience. There were certain elements like a sense of control, accountability, autonomy and a strong leadership that contributes to the engagement but there is no substitute for these elements. When the manager or the supervisor supports and serves the employees, the organizational environment becomes engaged to a certain extent.

It is important for companies to invest in employee engagement as there is a positive correlation among employee engagement and organizational performance outcomes. Research shows that the employer may exceed its industry average with a significant growth in their revenue if the employees of that organization are engaged.

Every organization needs to adapt strategies to retain their talent; however, they also need to adapt certain employee retention and engagement strategies to improve their overall performance and gain higher profits. HR Analytics is an integration, collation and measurement appropriate decision-making process which uses predictive models along with research methodology and statistical tools to determine the future outcomes. It legitimizes the roles of human resources as business partners and aligns the business goals.

Employee engagement strategies start with employee surveys and questionnaires to ask them about their roles and responsibilities. It is all about the transparency of communication between the company and the employee that actually builds a sense of loyalty and trust. The teams must have a purpose which aligns with the company's goals. The employees can be truly engaged to the company only when all the employees are completely dedicated to their work. Since employee engagement questionnaires measures what the employees feel, it also gives insights about their team members to the enterprises. Engaged employees are loyal, innovative and committed, hence HR leaders focus on operational, structural and cultural areas to lay foundation for better employee experience.

Engaged employees are most likely to contribute to creative and innovative ideas while effectively collaborating and creating a positive environment in the workforce despite turbulences. It positions towards the long-time success along with resilience and dedication of the company. The most used employee engagement measure is by ensuring a reliable data collection with valuable insights and decision-making to measure the engagement levels, identify areas for improvement, benchmark the industry standards and implement targeted strategies. The survey should be real, valid, confidential and actionable.

Although survey is an important component, the success of measuring component also depends upon the frequency of the measurement. The administrative tasks must be prioritized to ensure a smooth process, accurate and up-to date information for all employees. It is important to automate and schedule the reminders for managing survey. It is important to recognize the drivers impacting employee engagement since these drivers quantifies presence or absence of workforce quality. There is a four-step plan to conduct an employee engagement survey

1. Select your design and establish a goal
2. Identifying the themes
3. Crafting relevant questions in a simple language
4. Exciting the employees and promoting the survey

In order to measure engagement, it is essential to identify the employee engagement index of the organization as it is quite subjective. Employee engagement is a never-ending journey and effort to sustain it can never stop. Along with engagement surveys and questionnaires, management can also organize employee engagement activities that includes workforce parties for Christmas/Anniversaries to make the events inclusive. Games and competitions for employees, sporting events, appreciations, coffee breaks, cultural events, hackathons, suggestion boxes, employees surveys, office game rooms, volunteering and Q&A sessions. This review evaluates existing literature on employee engagement and offers a reflective perspective on current debates and findings. It addresses concerns about a lack of agreement on what engagement is and how to address related issues.

CHAPTER 4 – RESEARCH OBJECTIVES AND METHODOLOGY

CHAPTER 4 – RESEARCH OBJECTIVES AND METHODOLOGY

➢ RESEARCH OBJECTIVE –

1. To measure employee engagement in a small-size company. (MEMW)
2. To make use of predictive analytics to derive conclusions about the survey.
3. To understand the concerns and requirements of the employees working in MEMW and to provide solutions to overcome the problems using Human Resources Analytics.
4. To measure the Employee Engagement drivers and metrics that impact the engagement in an organization.
5. To analyze and draw inferences about the current employee performance and how to retain the top-most talent of the organization.
6. To mention the limitations and observations recorded while conducting the survey questionnaire.

➢ RESEARCH PROBLEM –

To measure the employee engagement of MEMW Private Limited using the survey questionnaire and derive inferences using HR Analytics.

➢ RESEARCH DESIGN –

The research design is descriptive and quantitative. It makes use of description of population, situation or phenomenon. It is important to provide the detailed investigation of data, which observes and measures the total employee engagement without manipulating it. The data is collected using a questionnaire form on employee engagement of Maharashtra Electro Mechanical Works Private Limited.

- **TYPE OF DATA USED –**

- Primary Data was collected through observations, Questionnaire (Google Forms Link) that was sent to the employees of MEMW on their respective email IDs and they were asked to fill it. The data is selected as a major aim of the study is the employee engagement measurement in MEMW, our main focus thus, are the employees.

- Secondary data collection from different journals, books, articles, research papers and websites from Google Scholar.

- **DATA COLLECTION METHOD –**

- I used the questionnaire form to analyze the data. I collected the total number of employees, sort out according to their departments. On the first visit, I collected the names, email IDs and contact numbers of the employees. On the second visit, I sent them the Google Form Links for them to fill out the employee engagement survey and on my third visit to MEMW, I distributed the sheets which contained the same questions as Google forms, but in Hindi language for the employees who did not understand English, or preferred Hindi more.

- **SAMPLE SIZE –**

- A sample size of 100 employees was used to draw inferences out of which 93 were male employees and 7 were female employees in Maharashtra Electro Mechanical Works Private Limited, Mahape, Navi Mumbai. The sample contains all the employees across ten departments that agreed to participate in the employee engagement survey conducted in MEMW.

> ## DATA ANALYSIS TOOL –

The tools used for the analysis of data are Google Sheets, Microsoft Excel and Google Forms which were used to gather the data, analyze it and process the numerical data into the visualized form. The Excel functions were used to analyze the values of the linear scale and percentage, sum, average, standard deviation functions were used to calculate the percentage and average of the data.

> ## RESEARCH GAPS –

There are a few research gaps while conducting the research on the employee engagement of Maharashtra Electro Mechanical Works Private Limited.

> Employees were hesitant to provide honest responses because of the fear of disclosing their identities to management, despite the research being confidential.

> Not all the employees had attempted all the questions of the employee engagement questionnaire since a few employees were absent.

> To accommodate employees who did not understand English, the survey was also designed in Hindi for their convenience.

> Despite measuring employee engagement, Maharashtra Electro Mechanical Works Private Limited needs more time duration to implement engagement strategies due to high expenses and the small scale of company.

CHAPTER 5 – MEASUREMENT OF EMPLOYEE ENGAGEMENT

CHAPTER 5– MEASUREMENT OF EMPLOYEE ENGAGEMENT

It is important to measure employee engagement to bridge the organizational gaps. There are various methods to measure the employee engagement out of which, **survey-questionnaire** is the most used one. It is necessary to use a trusted survey which ensure reliable data collection with valuable insights and accurate decisions. It can assess the employee performance, evaluate it, identify the scope for improvement and benchmark against the industry standards. It provides solid foundation for implementing strategies and drive organizational success. It is important to identify the drivers of employee engagement for your organization. We will move towards it soon.

A good engagement survey should be valid and relevant. It should measure the employee experiences and their sentiments. There should not be any bias as it creates a risk of invalidity and also concerns the anonymity and trust of the employees. The data and responses should be kept confidential for the assurance of employees and prevention of partiality. The employees should be honest and open about their concerns; hence confidentiality provides an assurance of their opinions being heard and acted upon.

The survey which identifies the problematic areas while prioritizing initiatives and suggests meaningful changes beyond the surface level is an ideal survey. It is also important to include the entire organization in the survey. The biggest advantage of these surveys is that one can derive original insights from the workforce. The questionnaire must include LEAD questions i.e. Leadership, Enablement, Alignment and Development related questions. Employee engagement surveys measure the strength and weaknesses of the organization, facilitate strategic planning, promote positive work environment and also predict future trends.

The questionnaire design should be simple and easy to understand. It should include research-backed questions, measurement scale-related questions, integrated and open-ended questions which are structured and subjective.

There are different types of survey questionnaires like, pulse surveys which gather real-time feedback about any topic. Employee life-cycle surveys which collect feedbacks from the employees during the tenure at your organization.

Example – new hire survey, stay survey and exit survey.

There are a few HR metrics which are calculated by HR Analytics that help in the measurement of Employee Engagement in an organization including revenue per employee, offer acceptance rate, training efficiency, involuntary turnover rate, time to hire absenteeism, training expenses per employee, voluntary turnover rate, time to fill, human capital risk.

Employee engagement is measured by HR professionals to gain deeper insights on the leadership and tracking the organization's progress towards its goals. There are many ways to measure the employee engagement, through employee engagement surveys, Employee Net Promoter Survey (eNPS), One on one meetings with managers, small group discussions, interviews, HR consultations etc. Organizations need to track the metrics to monitor their revenue, operations, profitability, and other key measures like engagement ROI, absenteeism, alignment indicators between employees goals and company goals. It makes sense to start your engagement strategy with plans, goals and problems to guide your path forward.

Following up the initial survey with consistent pulse surveys up to five questions to one question while avoiding latencies and inaccuracies of annual survey. Measuring employee engagement is an ongoing process that builds upon itself. One iteration of surveys, polls, and subsequent action plans leads to the next, so if you're diligent, you'll be constantly identifying areas for improvement and increasing engagement levels. It is important to measure the employee engagement score, percentage of engaged employee, satisfaction with compensation, satisfaction with benefits, new hire engagement rate, net promoter score.

CHAPTER 6 – DATA ANALYSIS AND INTERPRETATION

CHAPTER 6 – DATA ANALYSIS AND INTERPRETATION

Employee Engagement KPIs

1. Job Satisfaction of the Employees

2. Work-life balance of the Employee

3. Appreciation and value for employee contributions

4. Diverse, Equitable and Inclusive workforce

5. Women safety of the company

6. Team co-operation, communication and collaboration

7. Support from the managers and seniors to the employees

8. Stress Management

9. The level of bias or discrimination towards the employees

10. Company culture and work environment

11. Pay and Benefits

12. Talent acquisition, management, and retention

13. Health and Safety of the employees

14. Learning, training and development of the employees

15. Emergencies, initiatives for the employees

Employee engagement is a critical component in building successful organizations. Employee Engagement measurement is based on various indexes. From the above table, we understand the employee engagement metrics which are also known as the key drivers of employee engagement. KPIs for employee engagement offer a quantitative approach to measure how satisfied and engaged employees are. These metrics assist the companies in determining how well-connected their workforce is to their jobs, groups, and the company as a whole. Organizations can spot potential areas of dissatisfaction or employee disengagement by monitoring employee engagement KPIs. This enables them to deal with these problems early on and raise productivity and morale among staff members. Employee satisfaction may increase when companies use key performance indicators (KPIs) related to employee engagement to make significant changes. Contented workers are more likely to be driven, effective, and dedicated to meeting company objectives. Industry-specific KPIs for employee engagement give organizations a way to measure their performance while comparing it to the standards of the industry.

6.1 QUESTIONNAIRE FORMAT/ SCALE

The questionnaire was prepared in order to measure the employee engagement of Maharashtra Electro Mechanical Works Private Limited. The questions were formed on the basis of parameters mentioned above. It included 19 questions in total, out of which, 17 were objective questions which were based on a rating from a linear scale of 1 to 5. The responses collected represented **1** as the employee being '**highly dissatisfied**' or '**strongly disagree**' i.e. extremely poor, **2** being '**dissatisfied**' or '**disagree**', **3** being '**neutral**', **4** being '**satisfied**' or '**balanced**' whereas, **5** being '**highly satisfied**' or '**strongly agree**' where the employees are extremely happy with the given situation. There were questions based on the numeric rating of 1 to 5 as well, where **1** stood for **Never** and **5** stood for **Always**. I made sure to include a variety of questions so as to make the study relevant and interesting. Let us study the employee engagement of MEMW using the following charts.

6.2 DETAILED DATA ANALYSIS OF THE QUESTIONNAIRE –

QUESTION 1 – ON A SCALE OF 1 TO 5, HOW SATISFIED ARE YOU WITH YOUR CURRENT JOB?

Q1 - On a scale of 1 to 5, how satisfied are you with your current job?

Disagree		Neutral
0.9%		5.5%

Agree
34.5%

Strongly Agree
59.1%
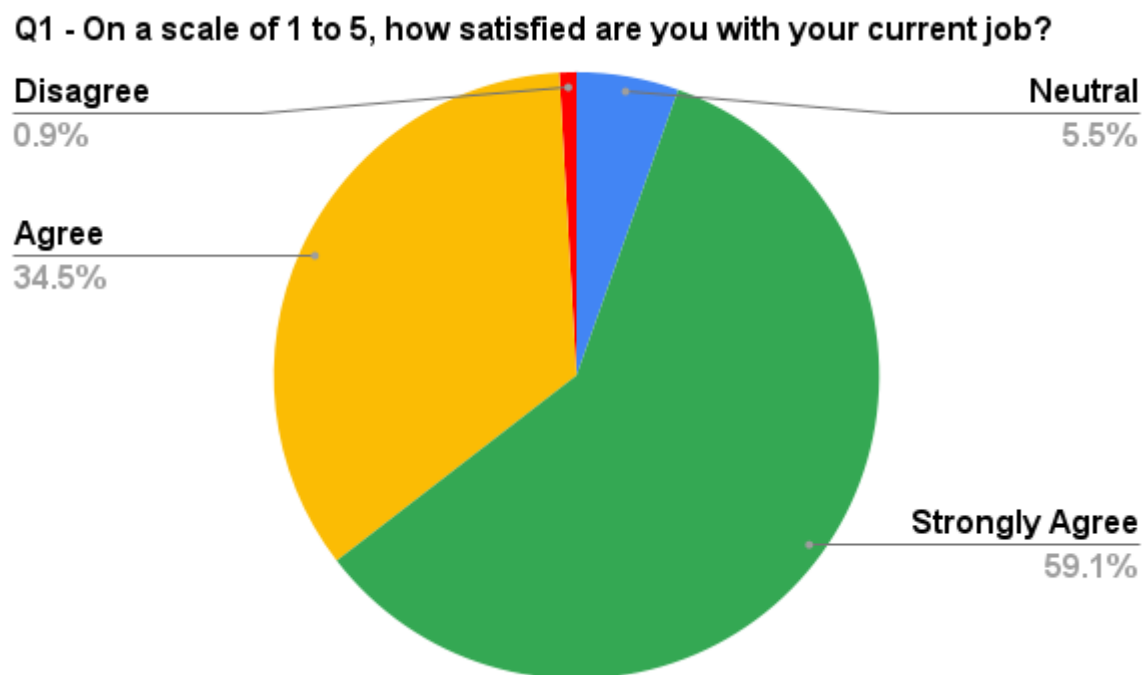
Figure 1 – Job Satisfaction among Employees

JOB SATISFACTION -

The first question is about the first KPI of Employee Engagement i.e. Job Satisfaction. This was a question where the employees working in MEMW were asked to **rate the amount of job satisfaction that is experienced by them** while working in MEMW. This question was asked to the 100 employees working in MEMW currently. The results of the questionnaire for question one is discussed below:

In Maharashtra Electro Mechanical Works Private Limited, out of 100 employees, **52.5%** employees are '**Highly Satisfied'** while working. It is represented using **Green** color in the pie chart. **38.4%** employees are '**Satisfied'** and it is represented using the **yellow** colour. **7.1%** employees are '**Neutral'** and **2.0%** employees are '**Dissatisfied**' with their current job which is denoted by **Blue and Red** colours respectively. Although job satisfaction is subjective and multidimensional, a majority of employees have voted for the 5th option i.e. highly satisfied, it is a **positive emotional response** for the growth of the company.

Job Satisfaction refers to the measure of contentedness of employees with their job. It is the level of happiness felt by the employees and is influenced by various metrics such as leadership, compensation, work environment, company culture, and career growth. Job Satisfaction is an important metric for the company to be successful, since it lowers the employee turnover rates, increases profits, with higher productivity and loyal employees. It also increases the chances of referrals i.e. the employees with content work conditions are most likely to refer the company to their friends and family, so it helps the employee as well as the employer or the company. If the employees are engaged, present and focused at work, employees apply their skills to the best of their ability. If the employees of the company are satisfied with their job, they are less likely to leave the company. Employees also engage in organizational citizenship behaviors like helping colleagues and taking on additional tasks and the overall life quality which includes social relationships, family, work absenteeism and job turnover.

Summary of Question 1 – How satisfied are you with your current job?

Response	Color	Percentage of Employees
Strongly Agree	Green	59.1%
Agree	Yellow	34.5%
Neutral	Blue	5.5%
Disagree	Red	0.9%
Strongly Disagree	None	0%

Table 2 – Job Satisfaction

QUESTION 2 – DO YOU HAVE A HEALTHY WORK-LIFE BALANCE?
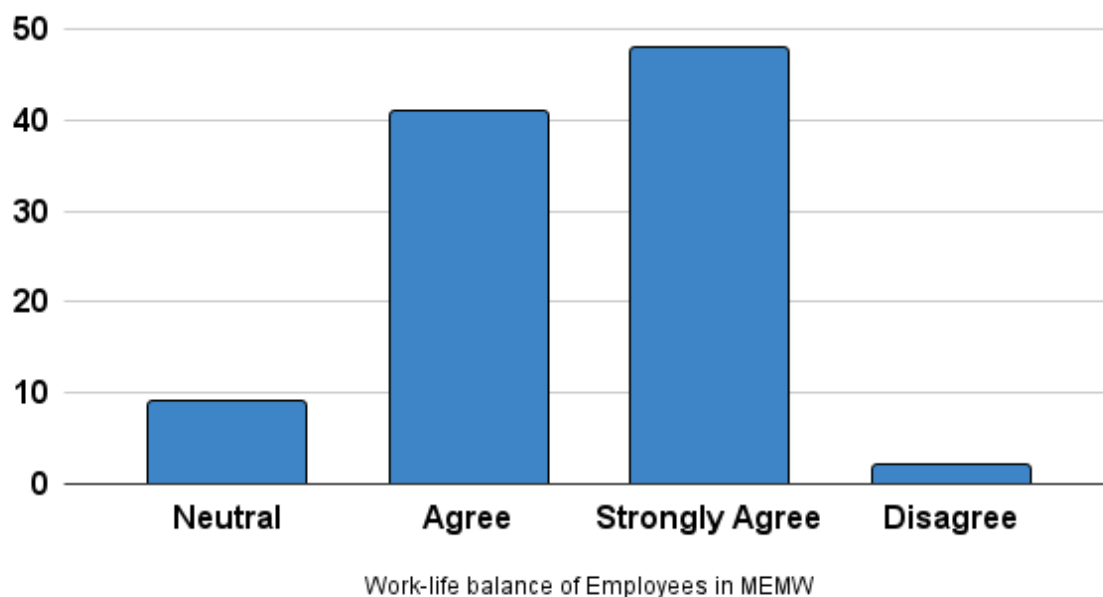
Figure 2 – Work-Life Balance of the Employees

WORK-LIFE BALANCE

The Second question talks about the work-life balance of the employees working in MEMW. 100 employees were asked to rate their work-life balance levels with the help of this question. They were provided with the options such as Strongly Agree, Agree, Neutral, Disagree and Highly Disagree. According to the figure 2, it shows the Responses of employees on the x axis and the number of employees (100) on the y-axis. The results of the second question are discussed below: The above figure shows the analysis of the work-life balance of employees in MEMW, where **48%** employees '**strongly agree**', and **41% 'agree'** that they have a healthy work-life balance. **9.0%** are '**neutral**' and is denoted by and **2%** employees '**disagree**' on having a healthy work-life balance.

Work-life balance can be referred as an equilibrium between a persons' professional life and his personal life. It includes the management and allocation of time and energy to work-related responsibilities as well as family, hobbies etc. Maintaining a healthy work-life balance is very important to enhance the quality of life, with increased productivity and reduce stress and avoid burnouts. Healthy work-life balance not only reduces stress but also prevents diseases.

It improves the physical emotional and mental well-being. Stress, work demands and flexibility are some of the factors affecting work-life balance. The main goal of work-life balance is to succeed at work and leading a fulfilling personal life. If there is an imbalance and majority of the time and efforts are dedicated towards your work, you might not get much type to unwind which might result into hypertension or mental health disorders. It also impacts your physical health as one might develop cardiovascular diseases (CVDs) or musculoskeletal disorders. It also affects the job performance of employees and also their relationships.

Summary of Question 2 – Do you have a healthy work-life balance?

Response	Percentage
Strongly Agree	48%
Agree	41%
Neutral	9.0%
Disagree	2%
Strongly Disagree	0%

Table 4 – Work-Life Balance

QUESTION 3 – ON A SCALE OF 1 TO 5, HOW VALUED AND APPRECIATED DO YOU FEEL FOR YOUR PERFORMANCE IN MEMW?

On a scale of 1 to 5, how valued and appreciated do you feel for your performance?
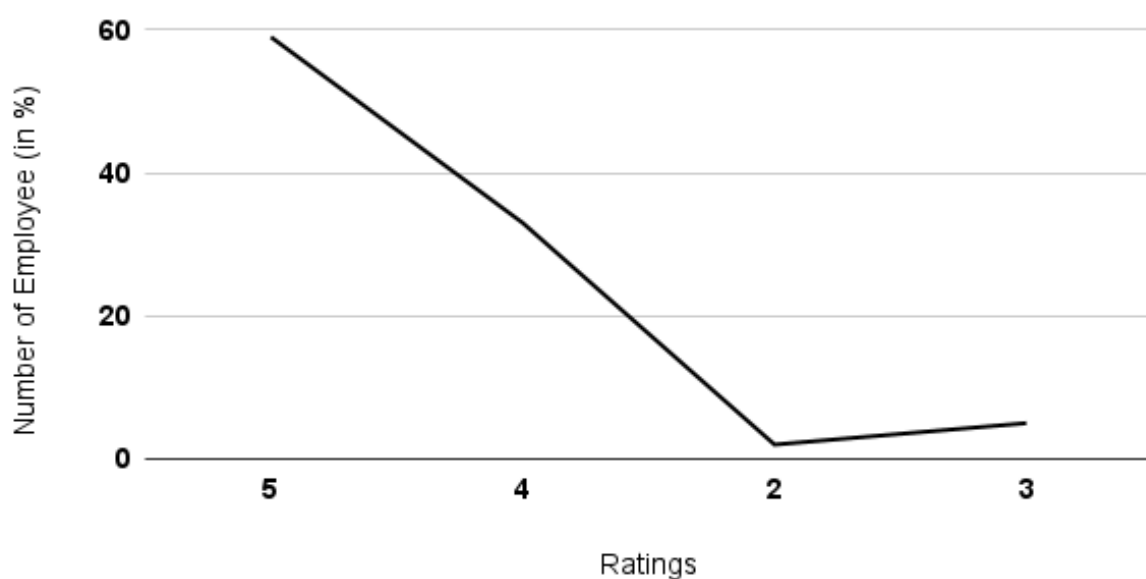
Figure 3 – The Level of Appreciation felt by the Employees

LEVEL OF APPRECIATION –

The third question of the employee engagement survey is based on the level of appreciation that the employees receive from the management of Maharashtra Electro Mechanical Works Private Limited. It represents the '**Ratings**' which employees had voted for, and starts from 1upto 5, on the **X** axis and the '**Number of employees (100) in percentage**' on **Y** axis. The analysis of the figure as listed down below:

From the above columns, we infer that a maximum number of employees of MEMW feel valued and appreciated by the management and their team for their performance and contributions. About **59%** employees of MEMW are **happy** about the appreciation, **33%** employees **agree** that they're appreciated, **6%** are **neutral** about it and **2%** employees **disagree** that they're not appreciated for their contributions.

Employees who feel valued and appreciated are most likely to be motivated and enthusiastic about their work. It is the most important factor to boost the morale, fostering loyalty and improving employee engagement while strengthening team dynamics. It helps in long term organizational success. It is important to build strong foundations, enhanced customer satisfaction and to drive innovation and creativity. The HR managers must indulge in recognition and appreciation of their employees to create a company culture of kindness, empathy and motivation which substantially brings benefits to the company. Even if it is a small or significant contribution, gratitude towards employees will bring smile to their faces and encourage a peer-to-peer recognition culture which will slide down from the peer-to-peer interactions. Recognition platforms establish a good relationship between employees and the companies hence increasing the employee engagement. It also helps in creating a diverse pool of talent in your company since the employees would definitely share their experiences with their friends and family.

Summary of Question 3 – On a scale of 1 to 5, how valued and appreciated do you feel for your performance?

Response	Percentage
Strongly Agree	59%
Agree	33%
Neutral	6%
Disagree	2%
Strongly Disagree	0%

Table 4 - Appreciation

QUESTION 4 – IS MEMW DIVERSE AND INCLUSIVE TOWARDS ITS EMPLOYEES?

Count of Is MEMW diverse and inclusive towards its employees?

Disagree
1.0%

Neutral
7.0%

Agree
38.0%

Strongly agree
54.0%
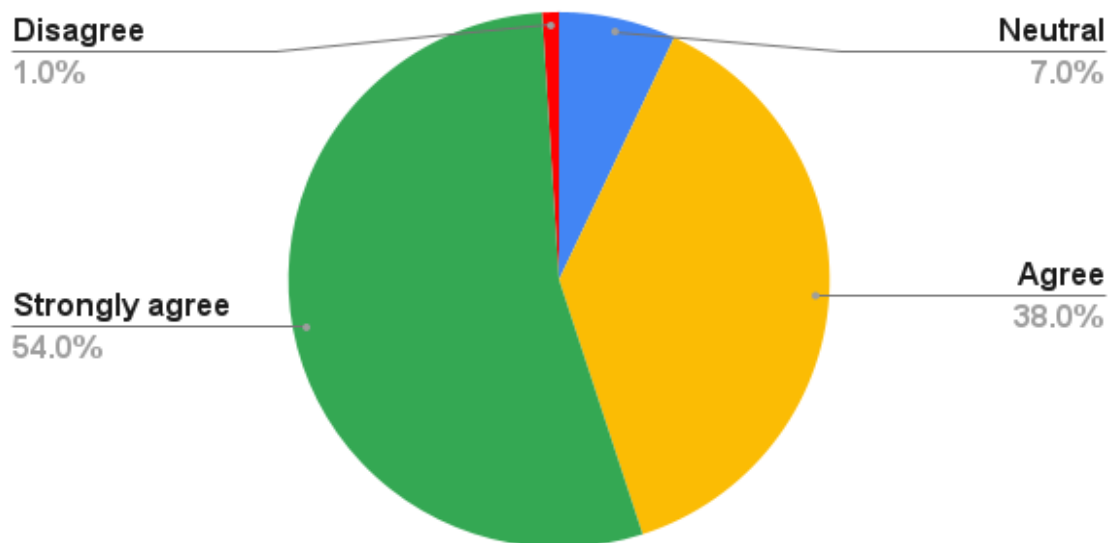
Figure 4 – Diversity, equity and inclusion of employees in MEMW

The fourth question is based on the count of diversity, equity and inclusion of the employees working in MEMW Private Limited. It is based on the rating of 1 to 5 where, 1 starts from Strongly Disagree and 5 stands for Strongly Agree. The responses from the employees are listed down below in the pie chart and are discussed below:

Around **7%** employees are **neutral** towards the Diversity, Equity and Inclusion of MEMW, while around **38%** employees **agree** that the company is diverse and inclusive and about **54%** employees **strongly agree** that MEMW contains a diverse, equitable and inclusive workforce. They have included employees from different states of India, languages, social-economic status, castes, religions. They also help in fostering a culture of unity despite so many differences. The **green** color represents the percentage of employees that **strongly**

agree, whereas, the **yellow** color shows the percentage of employees that **agree** about Maharashtra Electro Mechanical Works Private Limited being diverse and inclusive towards its employees. The **blue** color shows the percentage of employees who are have a **neutral** opinion towards the organizational diversity and only **1%** employees believe that MEMW is **not diverse** and inclusive towards its employees.

Diversity refers to the representation of unique individuals in an organization that make up to a group, encompassing various dimensions such as ethnicities, religions, socio-economic status, languages, ages, marital status, physical abilities and disabilities, races, genders, neurodiversity that contributes to a pro-teamwork culture with different ideas, perspectives and values of the individuals.

Equity ensures equal opportunity, access and treatment for its employees and attempts to demolish the barriers, and disparities to ensure active employee participation. It promotes justice without any partiality or bias towards any individual or groups.

Inclusion refers to active and intentional engagement with diversity creating an environment where all individuals are treated equitably and fully contribute to the organizational goals while embracing the differences. It is about ensuring that everyone in the organization has an equal opportunity to contribute and influence every part and level of a workplace and making sure that the work environment is respectful, collaborative and welcoming towards all the employees. It should eliminate the barriers, discrimination and intolerances at the workplace.

Response	Color	Percentage
Strongly Agree	Green	54%
Agree	Yellow	38%
Neutral	Blue	7%
Disagree	Red	1%
Strongly Disagree	None	0%

Table 5 – DEI

QUESTION 5 – ON A SCALE OF 1 TO 5, HOW SAFE AND COMFORTABLE DO THE FEMALE EMPLOYEES DO THE FEMALE EMPLOYEES IN MEMW?

On a scale of 1 to 5, how safe and comfortable do the female employees feel in MEMW?

Neutral
1.3%

Agree
24.8%

Strongly Agree
73.9%
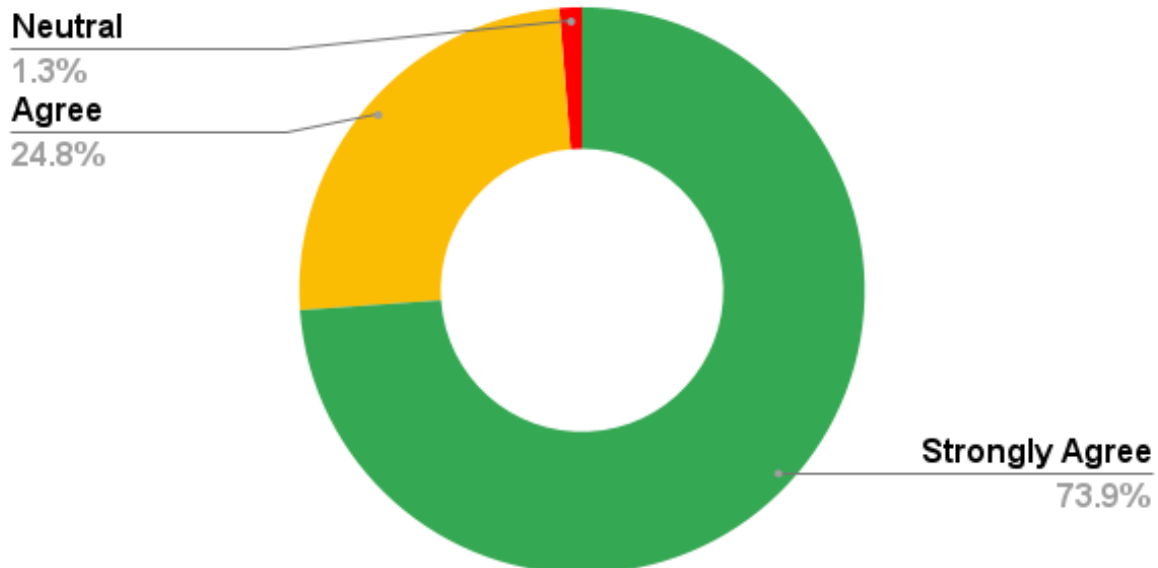
Figure 5 – Women Safety at Workplace

According to Question 5, the women safety in the workplace of MEMW is denoted using a donut pie chart where the employees of MEMW were supposed to rate the female safety and comfort in MEMW from a scale of 1 to 5, where 1 means strongly disagree and 5 means strongly agree. The employees' responses are discussed below:

Although the Female ratio is quite low compared to the Male ratio, **73.9%** employees believe that the female employees feel safe and comfortable at work and it is represented with the help of a donut pie chart in the green color. **29%** agree and is shown using yellow color. Only **2%** employees are neutral about it, which is shown using the red color. There is no employee that feels women safety at MEMW is at stake, hence there are only three types of responses – strongly agree, agree and neutral but no disagree or strongly disagree statements.

Women Safety is essential to ensure gender equality in an organization. By conducting workshops, discussions and activities, a company can ensure women safety, in their organization as such initiatives help female employees about unacceptable behaviors providing information on misconduct. There should be a committee to address women's concerns while providing them a platform to report incidents. The POSH act places a legal obligation on employers to prevent and prohibit workforce harassment inside or around the company. It is an act which claims to create safe and conducive work environments for women and provide protection against harassment. The female percentage working in MEMW is just 7.0% but they do not feel uncomfortable or unsafe in the company. They are respected.

Women have legal rights and protections in the workplace, and they should be aware of them. Laws and guidelines, such as the Sexual Harassment at Workplace Act, are intended to protect the safety and well-being of female employees. Organizations must have policies and mechanisms in place to prevent sexual harassment and ensure a safe working environment for women. Creating a safe and inclusive workplace for women necessitates a multifaceted strategy that includes gender-sensitive risk assessments, policies and committees, awareness and education, and legal rights and protections. Organizations that implement these measures can create an environment in which women feel safe, respected, and empowered to succeed in their careers.

Table 6 – Women Safety

Response	Color	Percentage
Strongly Agree	Green	73.9%
Agree	Yellow	24.8%
Neutral	Red	1.3%
Disagree	None	0%
Strongly Disagree	None	0%

QUESTION 6 – ARE YOUR TEAM MEMBERS INTERACTIVE AND CO-OPERATIVE WITH YOU?

Count of Are your team members interactive and co-operative with you?

Neutral
4.0%

Agree
35.4%

Strongly Agree
60.6%
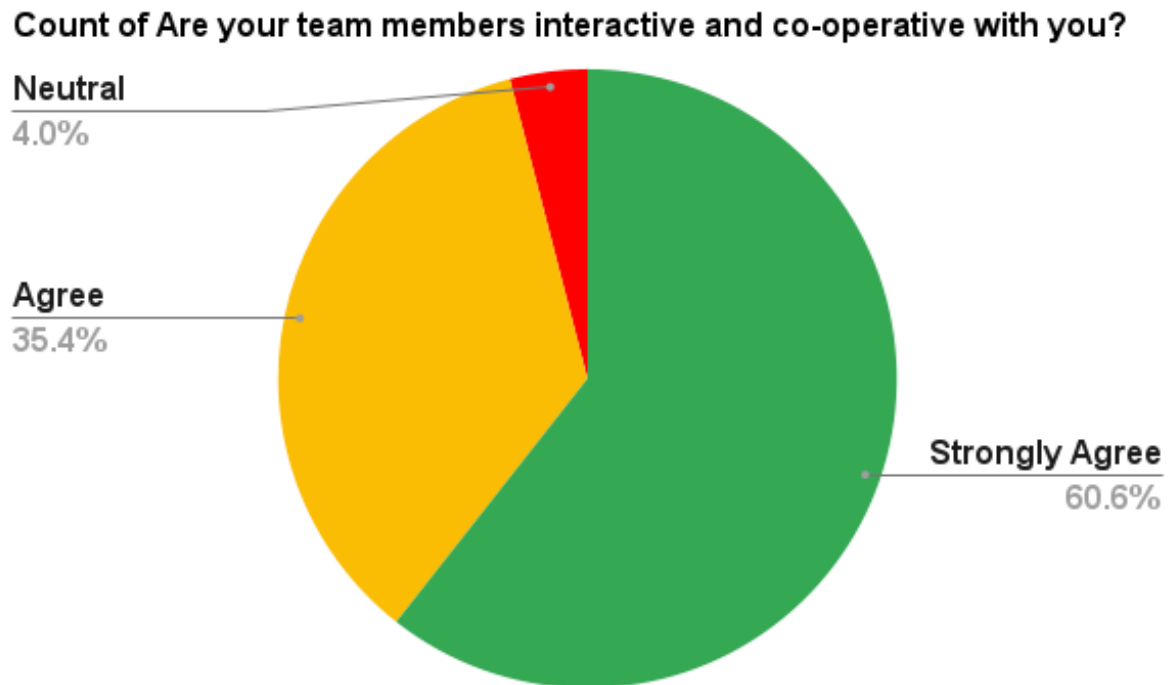
Figure 6 – Communication and Collaboration of Colleagues

COMMUNICATION AND CO-OPERATION

The sixth question is based on the Communication of the team members with each other. The employees were supposed to fill the responses on a scale of 1 to 5 where 1 meant strongly disagree and 5 being strongly agree. The employees filled the question on the basis of correlation and their detailed analysis is discussed below:

In MEMW, out of 100 employees, about **60%** employees **strongly agree** that their team members and colleagues are co-operative with them. **35%** employees **agree** for the same and about **5%** employees are **neutral** about it. They do not face the problem for communication and collaboration amongst teams, so there's no vote to disagree and strongly disagree options.

Effective collaboration and communication amongst the team members are extremely essential for organizational success and to achieve the common goals and objectives in a team or company. They motivate the team members to work together to generate better outcomes. It helps in completing the tasks faster. To develop communication, it is important to be an active listener first to understand the needs and perspectives of your colleagues. It is important to practice it yourself in order to lead by example. The information which has to be conveyed to the teams should influence others.

It is important to encourage honest and open feedback and make everyone in the room comfortable. It is also essential to have clear guidelines for communication in order to make sure that your point is short, sweet and crisp. It should be a respectful dialogue between all the parties. One should stay informed about the topic which is related to their work. Clear communication also fosters clarity of tasks assigned to the team members. It also helps in preventing errors and improving safety. Good communication and collaboration encourage creative and innovative brainstorming for exchange of ideas and different perspectives. It helps the teams to work together without any hindrance.

Summary of Question 8 – On a scale of 1 to 5, how interactive and co-operative are your team members with you?

Response	Color	Percentage
Strongly Agree	Green	60.6%
Agree	Yellow	35.4%
Neutral	Red	4.0%
Disagree	None	0%
Strongly Disagree	None	0%

Table 7 – Communication

QUESTION 7 – HOW SUPPORTIVE AND PROMPT ARE YOUR MANAGERS AND SUPERVISORS TO YOU?
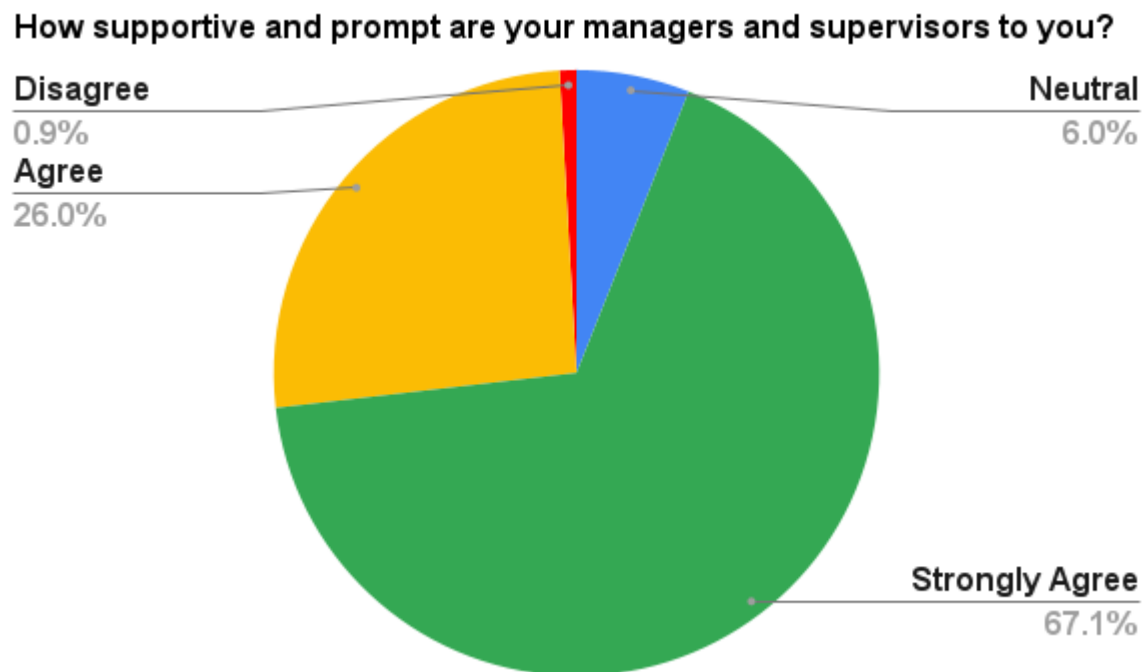

Figure 7 – Managers support to the employees

<u>MANAGER SUPPORT TO EMPLOYEES -</u>

According to the seventh question, the employees were asked to fill their responses on a scale of 1 to 5 where one represents strongly disagree and five represents strongly agree represented using the green color. It was denoted using the pie chart and discussed into detail below:

As shown in the above pie diagram, **60%** employees **strongly believe** that their managers, supervisors and seniors are supportive towards them and it is represented using **green** color. **29%** employees **agree** for the same and it is shown using **yellow** color. **9%** feel neutral about it which is depicted using **blue** color, **2%** have voted 2 which means that they feel their managers are **not totally supportive** towards them and they have been represented using the **red** color.

Managers that help their employees in decision-making, solving problems and taking ownership of their work, helps in fostering confidence, and commitment to achieve shared goals. Managers and senior authorities also contribute to the moral, emotional and professional support and growth of employees.

They should prioritize the employee well-being to influence productivity and longevity. The seniors should acknowledge and recognize their employees while praising them, offering flexibility during emergencies and supporting employee's mental health.

Summary of Question 7 – How supportive and prompt are your managers and supervisors to you?

Response	Color	Percentage
Strongly Agree	Green	67.1%
Agree	Yellow	26.0%
Neutral	Blue	6.0%
Disagree	Red	0.9%
Strongly Disagree	None	0%

Table 8 – Support by Managers

QUESTION 8 – ON THE SCALE OF 1 TO 5, HOW STRESSFUL DO YOU FEEL AT WORK?

Count of On the scale of 1 to 5, how stressful do you feel at work?

Stressful
3.0%
Neutral
13.0%

Highly Balanced
28.0%

Balanced
56.0%
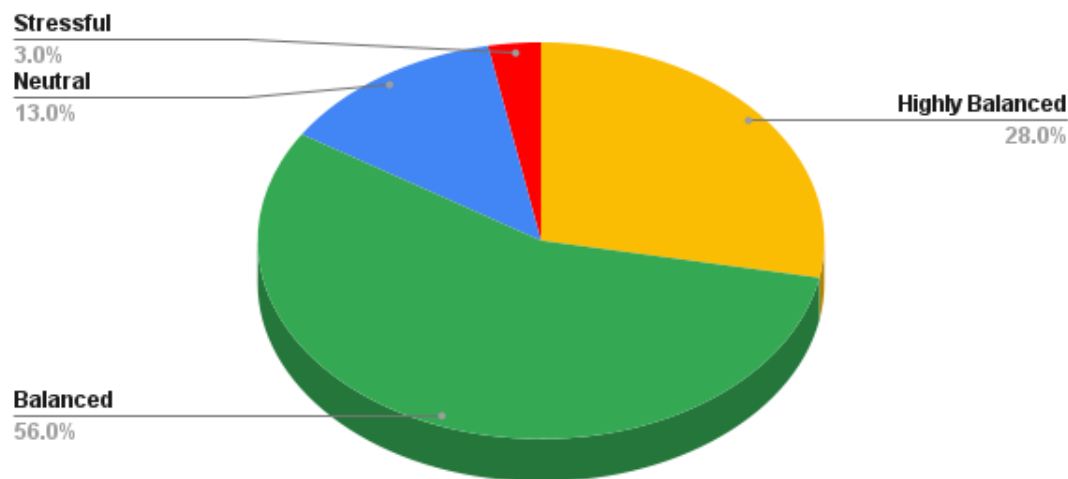
Figure 8 – Stress Management at Work

STRESS MANAGEMENT –

The eight question is related to the management of stress at the workplace for MEMW. The employees of MEMW were asked to fill their responses according to the level of stress faced by them while working in MEMW. Their responses are shown using the pie chart where 1 stands for Highly Unbalanced and 5 stands for Highly Balanced and it is shown using various different colors discussed briefly in detail down below:

In case of MEMW, however, we can infer that around **28%** employees feel that their stress levels are **highly balanced**, it is shown using **yellow** color. **56%** employees feel that their stress is just balanced but they somewhat experience stress, it is denoted using **green** color. **13%** employees feel neither too stressful nor too balanced, they are **neutral** about it so it is shown using **blue** color while **3%** employees feel very stressful at work so they're given **red** color.

Stress is inevitable, but stress management is important to reduce workplace stress. It is crucial to recognize the stressors which includes lack of limited opportunities, high workload, etc. Thus, one should adopt better time management techniques and formulate strategies to coping strategies. Employees should take short breaks, set boundaries and get sufficient sleep with good diet and exercise. Promoting a positive work culture is important for the management to be stress-free.

Stress management at work is critical to maintaining mental health and productivity. Individuals who effectively manage stress can improve their overall job satisfaction while also reducing the negative impact of stress on their health. Building a strong support network is critical for stress management at work. Engage with coworkers, friends, and family members who can offer emotional support and empathy. Having someone to talk to about job-related stress can make a big difference.

Summary of Question 8 – On a scale of 1 to 5, how stressful do you feel at work?

Response	Color	Percentage
Balanced	Green	56.0%
Highly Balanced	Yellow	28.0%
Neutral	Blue	13.0%
Disagree	Red	3.0%
Strongly Disagree	None	0%

Table 9 – Stress Management

QUESTION 9 – RATE THE LEVEL OF BIAS OR DISCRIMINATION FACED IN MEMW?

Rate the level of bias or discrimination faced in MEMW?
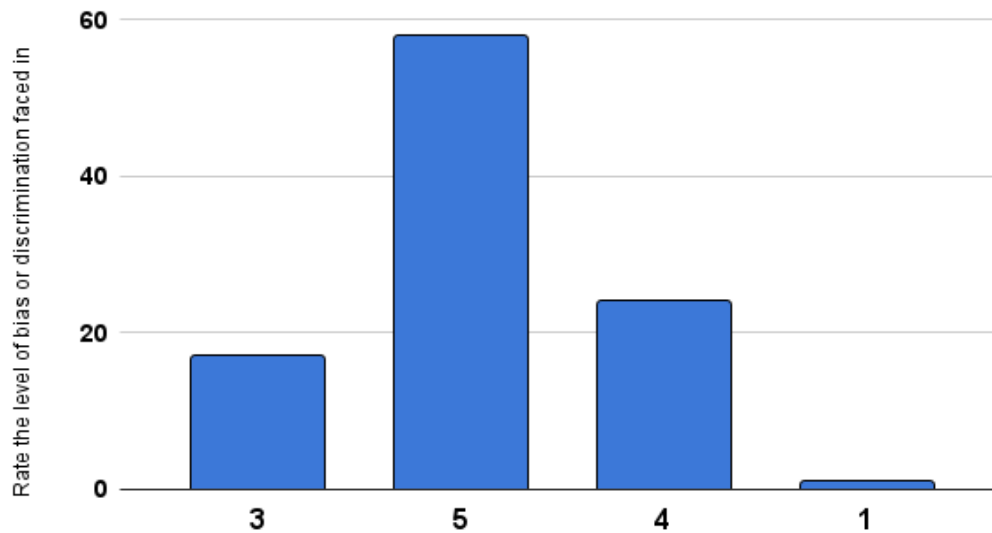
Figure 9 – Discrimination or Bias

<u>DISCRIMINATION OR BIAS –</u>

The nineth question is related to the discrimination or bias faced by the employees of MEMW on the basis of caste, religion, region, marital status, economic status, ability or disability etc which is represented using a bar chart. The employees were asked to fill their responses on the basis of ratings from 1 to 5 where 1 means always and 5 means never. It is depicted using a column chart where the **ratings** 1,2,3,4,5 are included on the **X** axis and the **number of employees** is included on the **Y** axis. The results are discussed in the detail below:

In MEMW, A majority of employees have voted for 5, which means that they have never faced any bias, discrimination or partiality by the company management on the basis of language, caste, religion, gender or their economic status. The employees who voted for 5 are **58%**, while

the employees who voted for 4 are **24%** and they agree that they do not feel any discrimination. Employees who voted 3 are neutral about it and they are **17%**. Only **1%** employees believe that they have faced some sort of discrimination in MEMW.

Discrimination refers to the unjust treatment of individuals or groups based on their race, gender, class, caste or religion. It might also favour certain candidates during interview. To avoid this bias, HR managers should implement structured interviews and develop clear and better policies to promote equity of opportunities and chance. Since discrimination or bias in the workplace can have negative effects on the employee performance, it is extremely crucial for organizations to address employee issues. Addressing bias is crucial too so that one can foster an inclusive work environment with fair and just behavior towards all its employees. Workplace bias is the unfair treatment of employees based on characteristics such as race, gender, age, or religion. Employees combat workplace bias by documenting incidents, reporting them to HR and learning about their rights and resources. Taking proactive measures enables individuals to address bias, resulting in inclusive and equitable workplaces where all employees feel respected and valued. HR leaders bear an important share of responsibility for addressing unconscious bias in the workplace and can put in place effective strategies to promote inclusivity to take the initiative to examine and improve company policies, ensuring that they are free of discriminatory language and meet the diverse needs of their employees.

Summary of Question 9 – Rate the level of discrimination or bias faced in MEM

Response	Percentage
Strongly Agree	58%
Agree	24%
Neutral	17%
Disagree	1%
Strongly Disagree	0%

Table 10 – Discrimination or Bias

QUESTION 10 – HOW WOULD YOU DESCRIBE THE OVERALL COMPANY CULTURE OF MEMW?

Figure 10 – Company Culture of MEMW
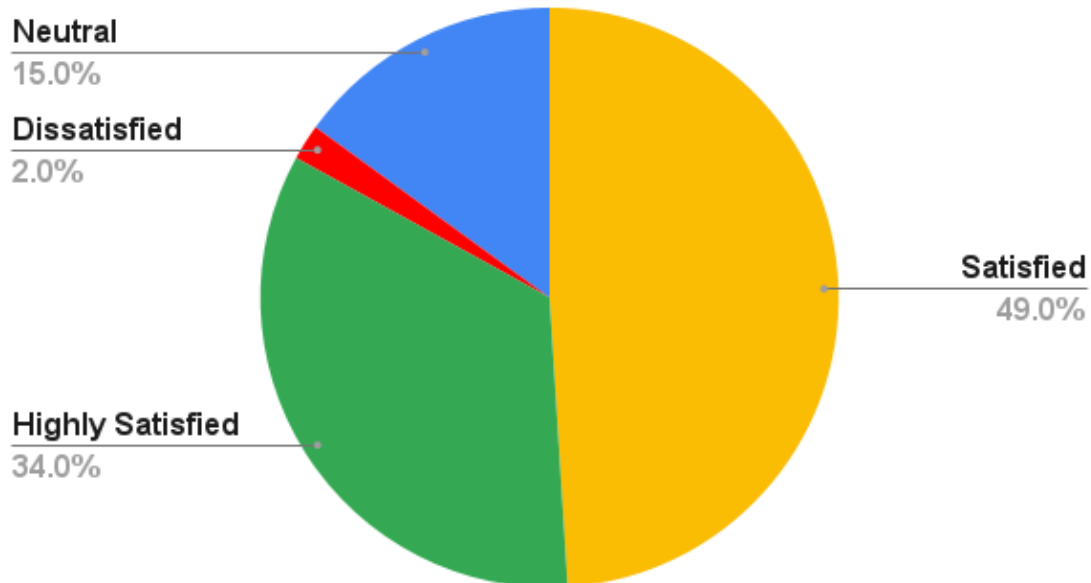
<u>COMPANY CULTURE -</u>

The tenth question is related to the company culture of MEMW. The employees were asked to fill out their responses on the ratings of their perception of the company culture of Maharashtra Electro Mechanical Works Private Limited. The lowest rating was Highly Dissatisfied and the highest rating is Highly Satisfied. The results are discussed below in the detail:

Here in the above figure, out of 100 employees of MEMW, a total of **34%** employees are **highly satisfied** with the company culture which is represented using **green** color. **49%** are **satisfied** shown using **yellow** color and **15%** are **neutral** that is represented using **blue** color while **2%** are **dissatisfied** with the company culture represented using the **red** color.

A culture with teamwork, rewards and recognition programs, aligning company values and actions, transparency trust and accountability, workforce flexibility and work-life balance. Company Culture of the company is the unwritten norms, beliefs and collective attitudes that shape the workflow of the organization. It is the shared values, beliefs and practices defining work environment and overall employee experience. It is important to play a huge role in organizational success. Company culture includes organizational values, goals, employee experiences. Culture creates a day-to-day experience for its employees and when the company culture is good, its employees are motivated and excited to show up at their work every day. There are various types of company cultures like adhocracy culture, hierarchy culture, clan culture, market culture etc. It is an ongoing and continuous effort to align organizational goals with individual goals. Company culture is how the organization treats its employees, their communication style and work style. Since company culture has a direct impact on engagement, positive environment leads to increased productivity.

Summary of Question 10 – How would you describe the overall company culture of MEMW?

Response	Color	Percentage
Highly Satisfied	Green	34%
Satisfied	Yellow	49%
Neutral	Blue	15%
Dissatisfied	Red	2%
Highly Dissatisfied	None	0%

Table 11 – Company Culture of MEMW

QUESTION 11 – HOW SATISFIED ARE YOU WITH THE PAY AND BENEFITS OFFERED TO YOU?

Count of How satisfied are you with the pay and benefits offered to you?
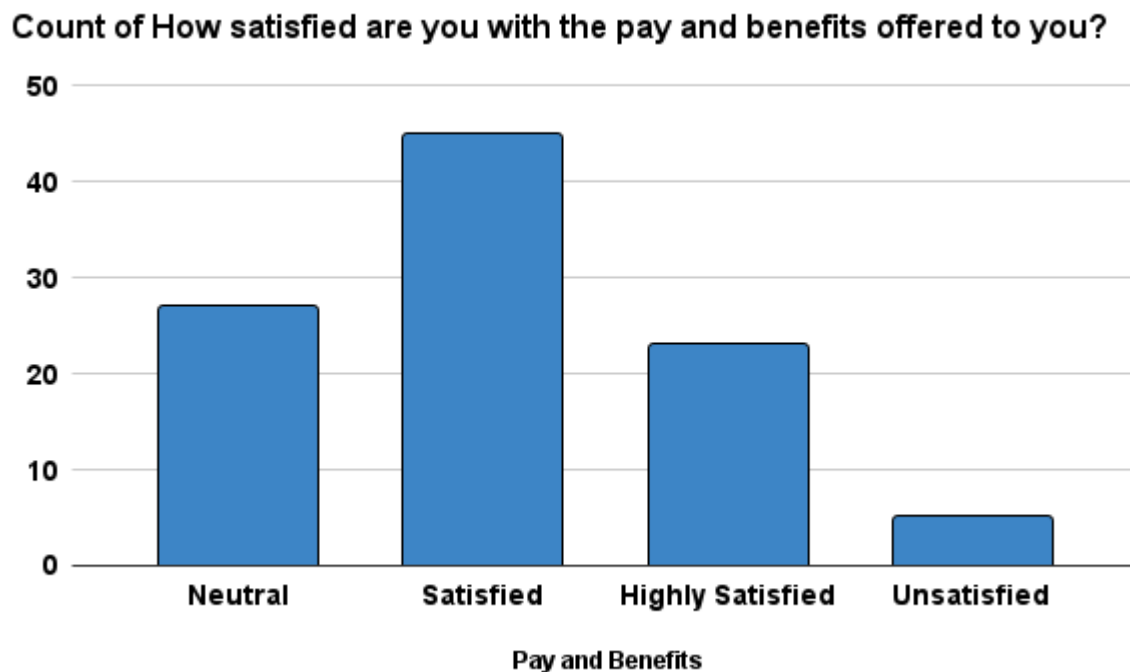
Figure 11 – Pay and Benefits

PAY AND BENEFITS –

The eleventh question is related to the pay and benefits offered by MEMW to its employees. The question was included in the questionnaire for the employees to rate their current salary and their level of satisfaction about it. The **X** axis denoted the **Responses and Ratings** which were voted by the employees in google forms, while the **Y** axis shows the **number of employees** which had participated in the questionnaire. The results are better interpreted down below:

When it comes to pay and benefits, only **23%** employees are **highly happy** with their current pay, while **45%** are **satisfied**, **27%** are **neutral** and **5%** are **unsatisfied** with the current pay and benefits that are offered. Most employees are not completely satisfied with the pay and benefits offered to them.

Pay and benefits are crucial to create a financial stability. When employees feel financially secure, they are more likely to perform well and remain committed to the company. Pay and benefits are tangible form of recognition. It is the monetary and other non-monetary benefits passed on by an organization to its employees. the monetary benefits given to employees in return for their labor.

It could consist of commission, base pay, earnings, and/or incentives. The total compensation package includes all other company benefits in addition to monetary awards. The human resources department's compensation and benefits (C&B) division is responsible for paying employees and providing benefits. It entails choosing benefits, setting employee compensation, and managing benefit plans.

Summary of Question 11 – How satisfied are you with the pay and benefits offered to you?

Responses	Percentage
Highly Satisfied	23%
Satisfied	45%
Neutral	27%
Dissatisfied	5%
Highly Dissatisfied	0%

Table 12 – Pay and Benefits

QUESTION 12 – HOW EFFECTIVELY ARE YOUR SKILLS UTILIZED IN MEMW?

On a scale of 1 to 5, how effectively are your skills utilized in your MEMW?
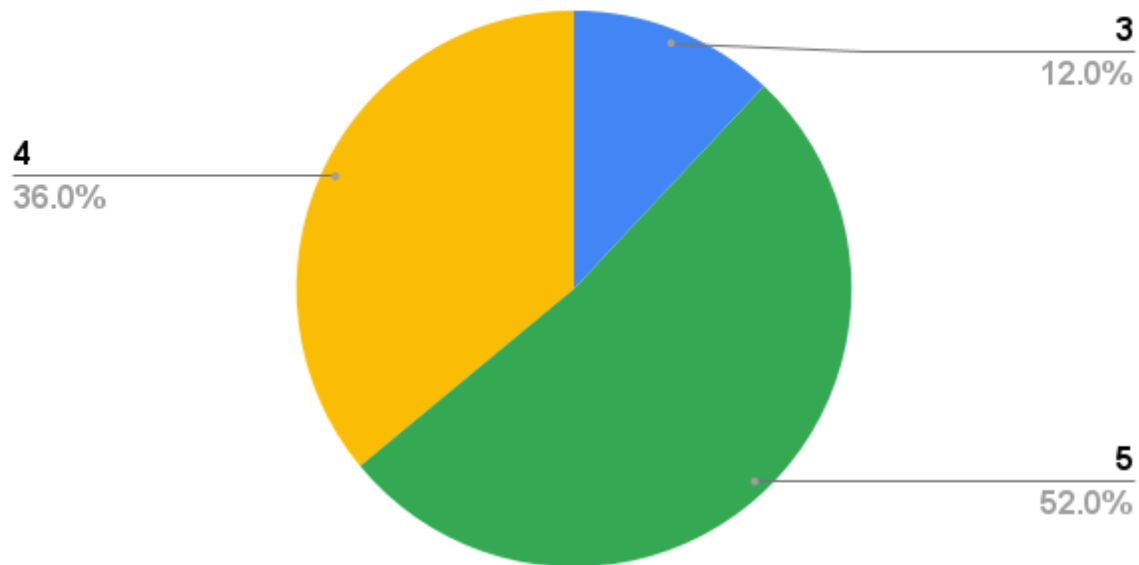
Figure 12 – Effective Utilization of skills in MEMW

SKILLS UTILIZATION –

The twelfth question is about the effective skill utilization in MEMW. It is related to the rating of the employees from 1 to 5 which is represented using different colors. The pie chart shows all the employees and their responses. The results are discussed in detail:

In Maharashtra Electro Mechanical Works, **52%** employees feel that their skills are **highly utilized**, it is represented using **green** color, whereas **36%** employees **agree** with the same and is depicted using **yellow** color and **12%** are **neutral** about it which is depicted using **blue** color. No employees have voted for 2 or 1 so the results are **satisfactory** when it comes to skill utilization.

The skill utilization is another essential component of the employee engagement index. This parameter may vary depending upon the job role, company culture and management practices of the employees. The term "skill utilization" describes how companies make use of their employee skills. It entails skilfully utilizing staff members' talents and skills to raise output, improve project quality, and improve the work environment.

It is measured through different methods and approaches like skills assessment where the skill gaps are identified to leverage strength while efficiently using the employee skills. It is important to assess the existing employee skills among the workforce to identify internal weaknesses and reduce the skill gaps. Underutilization of skills can cause employees to feel disengaged from their work and less driven to succeed. When discussing company goals, recognizing and appreciating employees' efforts can reveal information about how well they are using their skills and how motivated they are. It is essential for both employees and the employers to ensure that their skills are fully utilized in the company to maximize productivity.

Summary of Question 12 – On a scale of 1 to 5, how effectively are your skills utilized in MEMW?

Responses	Color	Percentage
1	None	0
2	None	0
3	Blue	12.0%
4	Yellow	36.0%
5	Green	52.5%

Table 13 – Skill Utilization

QUESTION 13 – ON A SCALE OF 1 TO 5, HOW SUPPORTED DO YOU FEEL BY YOUR COLLEAGUES AND MANAGERS?

Count of Do you feel supported by your colleagues and manager?

Unsupported
1.0%

Neutral
11.0%

Highly Supported
46.0%
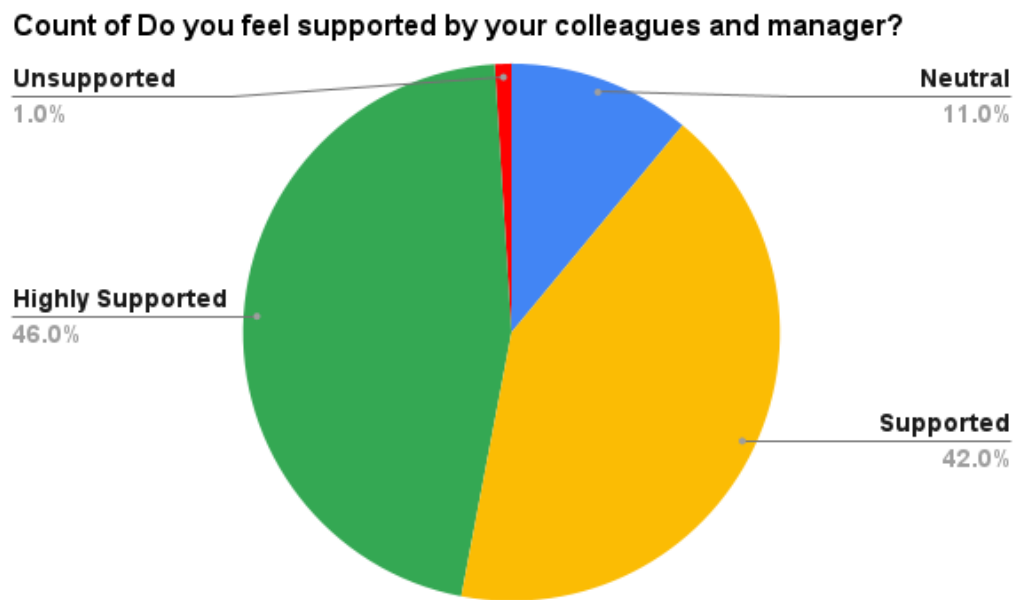
Supported
42.0%

Figure 13 - Support by Colleagues

SUPPORT BY COLLEAGUES AND MANAGERS -

The thirteenth question is related to the support by colleagues and managers. It shows the number of employees rating their experiences about support from colleagues on the scale of 1 to 5 where, 1 is highly unsupported and 5 is highly supported. Their responses are represented using different colors and are discussed in detail below:

In MEMW, **46%** employees feel **highly supported** by their peers. It is denoted using **green** color and **42%** employees are also **supported** which is denoted by **yellow** color. **11%** employees have a **neutral** opinion on it so they are depicted using **blue** color and **1%** employees feel that they **aren't supported enough** which is depicted using **red** color.

The support of colleagues and team members to each other is important. When there is recognition and support by your colleagues, it helps to boost confidence, fosters collaboration, enhances productivity and also helps to navigate each other. It also combats the feeling of loneliness and improves communication. One can give advice to their team member who is struck up on some task, and also moral support in difficult times.

Fostering strong professional relationships among coworkers is beneficial. Members of a team are more likely to trust one another, communicate clearly, and work well together when they feel encouraged. This fosters a unified and peaceful workplace environment. Cooperation and teamwork are fostered in a supportive work environment. Colleagues are more willing to share ideas, expertise, and knowledge when they help one another. Increased productivity results from this teamwork because members can play to each other's strengths to accomplish shared objectives. Employee morale can be raised by offering assistance to coworkers. Employees are more driven, involved, and content with their work when they perceive that their peers are rooting for them. Consequently, this can lower stress levels and improve general job satisfaction.

Summary of Question 13 – On a scale of 1 to 5, how supported do you feel by your colleagues and managers?

Responses	Colors	Percentage
Highly Supported	Green	46.0%
Supported	Yellow	42.0%
Neutral	Blue	11.0%
Unsupported	Red	1.0%
Highly Unsupported	None	0

Table 14 – Support by Colleagues

QUESTION 14 – ARE YOU VOLUNTARILY READY TO WORK EXTRA TO MEET CUSTOMER URGENCIES?
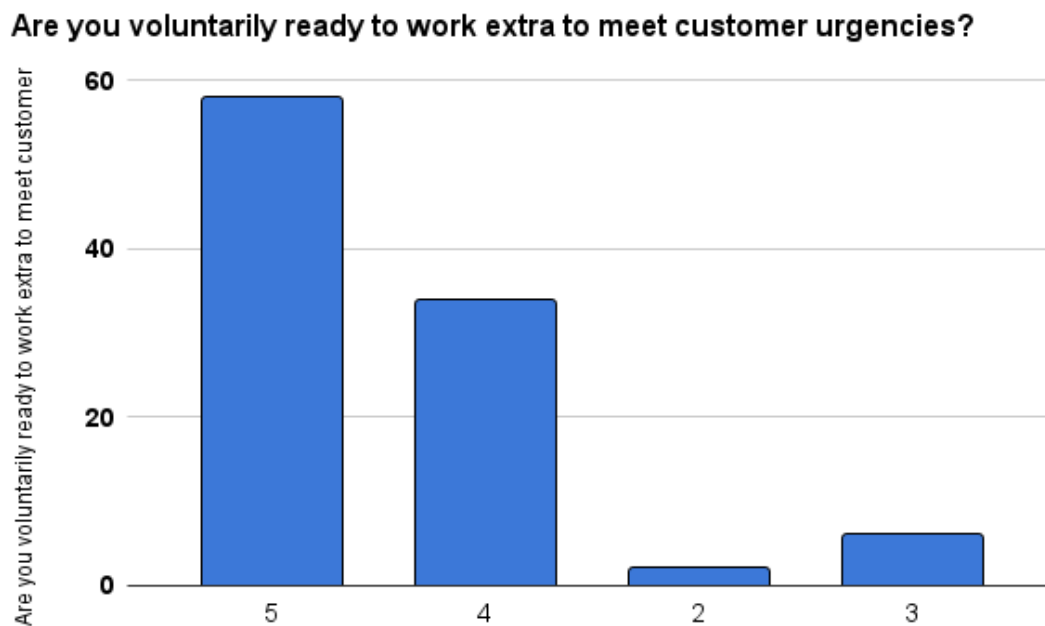
Figure 14 – Customer Urgencies

CUSTOMER URGENCIES –

The fourteenth question is related to how the employees are ready to work extra on some days for a few hours whenever the customer urgency arises in the company. The responses are represented using a column chart that depicts the response ratings on the X axis and the number of employees in percentage on Y axis. The detailed explanation is given below:

Here, the scale 1 to 5 indicates the level, 1 means that the employees are never ready to meet extra and 5 means that the employees work extra for a few hours whenever there is a customer urgency. In MEMW, Around **34%** employees out of 100 employees are **ready to work extra** on some days for a few hours without them being ordered by the senior authorities.

While approximately **6%** are **neutral** about it, **2%** would **not take up an extra step** to meet the requirements. So, these 2% employees belong to the third level of employee engagement i.e. barely engaged employees, where the employees do not readily take up extra work,

Customer urgency – the term depends upon the context of the urgency. i.e. a customer service that needs immediate attention, providing friendly solutions to the customer. Although MEMW has worked with the government and the private organizations both, their current major client has to be Siemens Limited. They manufacture motors for Siemens and the employees at MEMW actually take up an extra mile to meet the customer urgencies as per the requirements of Siemens. They make sure that the product/service is delivered before the given deadlines.

After conducting the survey, I observed that the employees were readily working for meeting the customer urgencies. They take efforts to deliver the products and services on time so they work extra on some days in order to fulfil the customer demands. So according to the line graph, we can infer that majority of the employees are ready to work extra in case of customer urgencies. Although it is quite seldomly, it shows the level of dedication of the employees.

Summary of Question 14 – Are you voluntarily ready to work extra to meet customer urgencies?

Responses	Percentage
1	0
2	2%
3	6%
4	34%
5	58%

Table 15 – Customer Urgencies

QUESTION 15 – HOW SATISFIED ARE YOU WITH THE PERSONAL PROTECTIVE EQUIPMENT (SAFETY EQUIPMENT) PROVIDED BY MEMW?

Count of How satisfied are you with the Personal Protective Equipment (Safety Equipment) provided to you by MEMW?

Neutral
9.0%

Unsatisfied
1.0%

Satisfied
29.0%

Highly Satisfied
61.0%
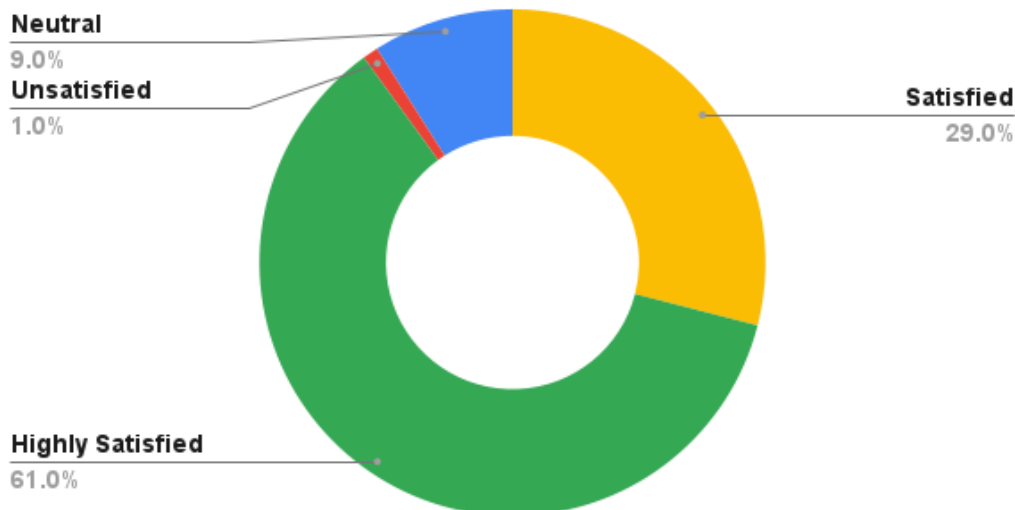
Figure 15 – Personal Protective Equipment

PERSONAL PROTECTIVE EQUIPMENT -

The fifteenth question is related to the workplace safety of all the employees working in MEMW. The employees were asked to mark their responses about the workforce safety and precautions taken in MEMW. They were asked to rate their experiences on the scale of 1 to 5 where 1 stood for Highly Unsatisfied and 5 stood for Highly Satisfied. The ratings of employees are denoted using donut pie chart and discussed in detail below:

While reviewing the survey I found that out of 100 employees, **61%** employees were **extremely happy** with all the equipment provided to them by MEMW which is shown using **green** color.

29% are **satisfied** which is shown using **yellow** color, while **9%** employees are **neutral** about the quality of PPEs provided to them and is shown using **blue** color. Only **1%** employees are **not happy** with the PPEs provided to them which is represented using **red** color.

While working in the company, which deals with the designing, creation, winding, assembling and painting of the motors, the Personal Protective Equipment (PPE) are the most essential to minimize the exposure to hazards hence minimizing serious workplace injuries. It prevents infections and protects employees from chemical, mechanical, radiological, physical, electrical and biological workplace hazards. It is extremely crucial for emergency responses and recovery employees. PPEs include safety shoes, gloves, ear-plugs, helmets, glasses, full-body suits, etc.

When I made an introduction in MEMW about the purpose of my visit, I noticed that all the associate employees were wearing safety shoes from a good brand. The employees from the paint shop were wearing masks and gloves too, they were dressed up in their body-suits. All the employees in paint shop and shop floor were wearing all the precautionary safety equipment provided by MEMW to them.

Summary of Question 15 – How satisfied are you with the Personal Protective Equipment (Safety Equipment) provided by MEMW?

Response	Color	Percentage
Highly Satisfied	Green	61.0%
Satisfied	Yellow	29.0%
Neutral	Blue	9.0%
Dissatisfied	Red	1.0%
Highly Dissatisfied	None	0

Table 16 – Workplace Safety

QUESTION 16 – HOW WILL YOU RATE THE TRAINING AND DEVELOPMENT FROM YOUR ORGANIZATION?

How will you rate your training and development from your organization?
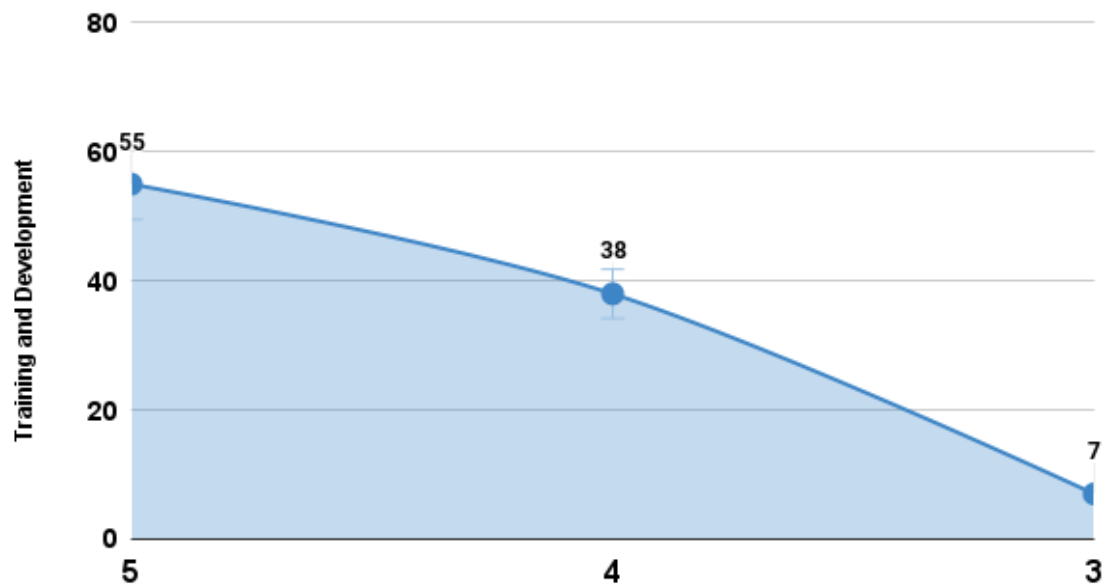
Figure 16 – Training and Development

TRAINING AND DEVELOPMENT –

The sixteenth question is related to the quality of training and development provided by Maharashtra Electro Mechanical Works Private Limited to its employees. The X axis represents the ratings given by the employees and the Y axis represents the number of employees in percentage. The values 55, 38 and 4 are the percent of employees who have rated for 5,4 and 3 respectively.

In this question the employees were asked to rate on the scale of 1 to 5, about their perception of the training and development given to them by the management of MEMW company. Out of 100 employees of Maharashtra Electro Mechanical Works Private Limited, almost **55%**

employees are happy with the training they have received and also happy with the way they have seen their development as compared to their initial phases of after joining MEMW. **38%** are **happy** with the training they have received by MEMW and around **7%** are **neutral** about it. There are absolutely **no employees** who have any negative responses from '**disagree**' and '**strongly disagree**' categories which is good point to be noted as everyone has been content about their individual growth and development in MEMW. Here, in this diagram, we can see that we have plotted the total number of employees on the y axis and the ratings given by the employees on the x axis of the figure. It shows the **percentage 55, 38 and 7** which are the values derived after plotting on both the axes.

Training and Development is crucial for the organizations for several reasons as it enhances the performance of employees and improves productivity and identifies the skill gaps, deficiencies, to improve their strengths and improvements. When organizations invest in training and development programs, they demonstrate their commitment to the employee's personal growth and well-being. It also helps to identify the high-performing employees and providing support to every employee for their advancement while helping in succession planning while ensuring safety and compliance and adhere to company policies, safety procedures and anti-harassment guidelines. As for MEMW, these employees are provided with regular training programs regarding different domains like fire safety, environment management system, first aid – CPR, forklift operations, new product information, quality assurance plans and their standards, root-cause analysis, customer complaints, continuous improvements etc. So naturally, the employees are content about the training provided to them.

Summary of Question 16 - How will you rate the training and development from your organization?   Table 17 – Training and Development

Responses	Percentage
1	0
2	0
3	7%
4	38%
5	55%

QUESTION 17 – IN CASE OF EMERGENCY, DO YOU GET HELP FROM THE COMPANY?
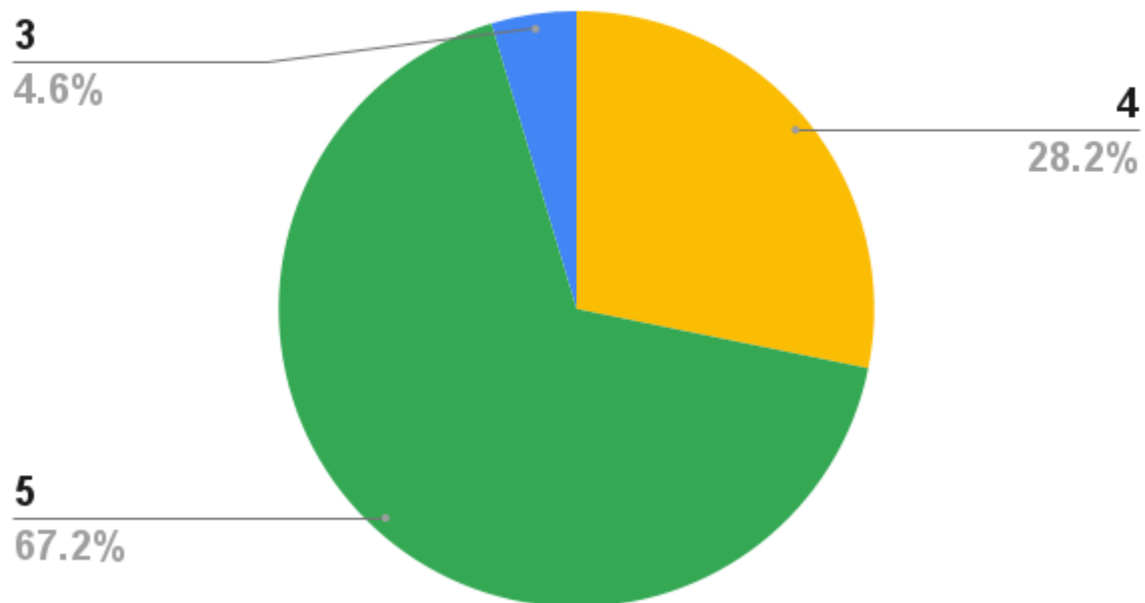
Figure 17 – Emergencies

EMERGENCIES –

The last objective question of the questionnaire is related to the help received by the employees of MEMW during a crisis. It is represented using a pie chart and different colors for different ratings. The question had five options from 1 to 5, one being never i.e. the employees never get help from MEMW and five being always which means that the employees working in MEMW always get help from the company during an emergency. The results are discussed below in detail:

In MEMW, the employees are provided with leaves, aids or financial help in case of an unexpected emergency so most of the employees have voted for four and five ratings. It means that **61%** employees **strongly agree** that they get help from MEMW during an emergency. **31%** employees believe that they get help and **7%** employees have a **neutral** opinion about the help that they receive from the company. There are **no negative responses** in the disagree and strongly disagree categories which shows that the company (MEMW) cares about its employees even during a crisis.

Emergency is urgent, unexpected and dangerous situation possessing immediate risk to health, life, property or environment that demands immediate action. An emergency can be natural or man-made both, and may include natural disasters, accidents, medical crisis, or personal issues. There might be a natural calamity such as storms, floods, earthquakes, fire due to electrical faults or chemical spills, medical accidents, security threats, outbreaks of pandemic or diseases.

These parameters are responsible for the employee engagement measurement. The last two questions were subjective questions to understand their likes, dislikes and challenges or improvements that are expected by them. It was asked to include a variety of questions in the questionnaire, and also to understand the employee needs and requirements.

Summary of Question 17 – In case of emergencies, do you get help from MEMW?

Response	Color	Percentage
1	None	0
2	None	0
3	Blue	4.6%
4	Yellow	28.2%
5	Green	67.2%

Table 18 – Emergencies Table

6.3 SUBJECTIVE QUESTIONS

QUESTION 18 - WHAT DO YOU LIKE ABOUT WORKING IN MEMW?

The first subjective question was based on their favourite part about their job and the factors motivating them to work here. This question was included to understand how the employees feel about the company. The next question was about the challenges or improvements which is faced by the employees and are expected from the management. It also helps the Human Resources Manager to regulate strategies and make improvements. It focuses on the actual needs of their teams rather than the assumption of what is required. Since this question was a subjective question, there were a few responses. The employees had mentioned that they do not feel hyper stress while working in MEMW. They were happy about the co-operation and co-ordination with their colleagues. They do not have extreme working hours. The managers like to tackle and solve all the problems or other work where the juniors get struck, the senior employees help them to proceed. The work environment is friendly in MEMW and they are exposed to new challenges daily, so they get a lot of scope for the individual growth. The employer values their employees and the employees get a good company culture.

QUESTION 19 - WHAT CHALLENGES OR IMPROVEMENTS WOULD YOU LIKE TO MENTION?

It also introduces the management to new perspectives and helps in better outcomes. It pushes the employees to new heights and offers career growth in sync with employee's personal growth targets. The company cares about its employees and indulges in two-way feedbacks. The employees are motivated to nurture their creative instincts. These questions answer the expectations of all the employees from the management. It also provides clarity towards the daily challenges. They want the 5s of the organization to be improved along with the clarity and quality. They take care of the mental health of the employees. Another suggestion given by the employees is to improve the company culture, and quality inspection skills. SAP and auto-cad systems improvement is another point mentioned by the employees of MEMW.

CHAPTER 7 – FINDINGS AND INFERENCES

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The findings of this research indicated that there are more than a hundred employees in MEMW, but some of the staff cannot be taken into consideration since most of them are not literate, hence, I included a staff of **100 participants** who were literate and could fill the survey easily. There are 93.0% Male employees and 7.0% Female employees working in Maharashtra Electro Mechanical Works Private Limited.

- Overall, we can see that the **87%** of the total employees are engaged to the company. It is a good indicator for the employee engagement of Maharashtra Electro Mechanical Works Private Limited.
- There were 19 questions in the employee engagement questionnaire, out of which, 17 questions were objective and 2 questions were subjective.
- The objective questions were attempted by all the **100** employees, whereas the subjective questions were attempted by the 58 employees.
- Out of 100 employees, a total of 89 employees have voted for 4 and 5 as their responses to the rating questions from 1 to 5.
- There are 32 employees who had voted 5 or strongly agree as their responses in those questions where they were asked to rate the particular KPIs of the company from 1 to 5 or strongly disagree to strongly agree.
- The employees who had voted for the ratings 1,2, and 3 are 10 employees only.
- On an average **51.64%** employees out of 100% employees have voted for the rating 5 or Strongly Agree.
- **36.94%** employees voted for the rating 4 or Agree.
- Out of 100% employees **10%** employees voted for the rating 3 or Neutral.
- Out of 100% employees, only 1.35% employees voted for the rating 2 or Disagree.
- Whereas, only 0.588% employees voted for the rating 1 or Strongly Disagree.
- Thus, the overall employee engagement of Maharashtra Electro Mechanical Works Private Limited is **satisfactory** and the company culture is positive. The employees are engaged and happy to work in MEMW.

1. **<u>COMPANY CULTURE</u>** –

The employees believe that MEMW has a good company culture with their vision statement saying that they want to be the preferred authorized partner for Siemens Ltd and they want to be the preferred service provider to their esteemed customers. Their vision statement is "We want to build sustainable business through customer preferences, profitable growth, deliver products and services which will create long lasting value by improving quality of life for society." These employees are well-read and have clarity about the mission and vision statement, they strive hard to achieve these goals.

➢ Their strategic levers are -
● Lead time reduction and delivery reliability
● Product quality and continual improvement
● Optimization of costs through product and process improvements.

2. **<u>NEW OPPORTUNITIES</u>** –

According to some employees, the best part about their job is that they constantly learn and grow while enjoying the collaborative environment in the workplace. They're exposed to new challenges regularly, which helps them to develop personally as well as professionally. A lot of employees like the work culture of MEMW. The staff is friendly and co-operative, and they're always learning new things. They get opportunities and credits for their performance. The employees believe that it is one of the fastest growing companies and their company product is up to the mark and of good quality. MEMW has a good reputation in the market with a co-operative and supportive team of management.

3. <u>**NEW CHALLENGES**</u> –

They get to work on a variety of topics and not just repetitive tasks. One of the employees had quoted that the office culture is very co-operative considering all the staff, supporting staff. Value for employees and customers has always been considered at priority by the employer so it helps in overall growth in work life." The employees do not feel extreme work pressure by the senior authorities and they do not feel stressed about their work. Their work-life balance is maintained due to their limited working hours. They get adequate support and their issues are taken into consideration, the necessary actions are taken too. The employees from paint shop, assembly, winding, testing departments are especially happy about the kind of respect they get for the work they do.

4. <u>**DISCRIMINATION FREE WORKPLACE –**</u>

They do not face any discrimination or bias in the company. These employees are provided with all the necessary and important training regarding an existing machine, technology or the process. They also receive training on social factors like fire safety, first aid and CPR. During the COVID-19 pandemic they were also provided with free vaccines, sanitizers, masks, gloves etc. The management makes sure that they are well-supported and motivated to their work faster and more efficiently.

5. <u>**CUSTOMER URGENCIES –**</u>

The staff is voluntarily ready to work a for a few more hours if there is a customer urgency. They are patient and help each other. They have a good bond with each other as well as their managers, supervisors and seniors. The safety, hygiene and comfort of employees is taken into consideration. They are provided with all the basic amenities despite it being a small-scale company. There were a few exceptions to the engagement survey, where some of the employees were not satisfied with some of the parameter of the organization. But the percentage of such employees was quite low as compared to the overall engagement.

To summarize, let us understand with the help of the following table.

Table 18 – Model Summary

Employee Engagement Summary	
Total Number of Employees	100
Total Number of Departments	10
Total Engagement (%)	87%

Let us have a look at the individual responses as per the questions (in percentage), they are as follows:

Table 19 – Total Percentage of Employee Engagement

	Strongly Agree	Agree	Neutral	Disagree	Highly Disagree	Sum
Q1	52%	38%	8%	2%	0%.	440
Q2	48%	41%	9%	2%	0%	435
Q3	59%	33%	6%	2%	0%	449
Q4	54%	38%	7%	1%	0%	445
Q5	69%	29%	2%	0%	0%	467
Q6	60%	35%	5%	0%	0%	455
Q7	60%	29%	9%	2%	0%	447
Q8	28%	56%	13%	3%	0%	409
Q9	58%	24%	58%	0%	1%	438
Q10	34%	49%	15%	2%	0%	415
Q11	23%	45%	27%	5%	0%	386
Q12	52%	36%	12%	0%	0%	440
Q13	46%	42%	11%	1%	0%	433
Q14	58%	34%	6%	2%	0%	448
Q15	61%	29%	9%	1%	0%	450
Q16	55%	38%	7%	0%	0%	448
Q17	61%	32%	7%	0%	0%	454
Average	**51.64%**	**36.94%**	**10%**	**1.35%**	**0.058**	**7459**

CHAPTER 8 – RECOMMENDATIONS AND LIMITATIONS OF THE STUDY

CHAPTER 8 – RECOMMENDATIONS AND LIMITATIONS OF THE STUDY

8.1 RECOMMENDATIONS –

Since the overall employee engagement is about 74.44% of Maharashtra Electro Mechanical Works Private Limited, to further increase the engagement level, they can adopt numerous strategies. They are as follows:

1. **PLAN OF ACTION –**

   It is important to create an effective employee engagement action plan. After reviewing the survey results, MEMW has both strength as well as weaknesses. Their employees are happy with the work culture, safety and support that is extended to them. They also acquire higher-level skills because of the reputed customer base and good quality products. However, their weakness is the language. The employees belong to different states of India; hence their biggest challenge is the language barrier. The management should ensure that repetitive trainings should be conducted in a language which is understood by everyone in the company in order to enhance the skills of the employees.

2. **DEPARTMENT SPECIFIC INSIGHTS –**

   There are different departments like production, logistics, winding, quality control, accounts, winding, pressing, painting, assembly etc. They carry out different tasks which are allotted to them. The HR therefore should look after the requirements of each department and provide long-term solutions. It is important to understand the concerns of each department, conduct one-on-one meetings with the individuals and teams of each department who are facing hardships in certain tasks and should ensure to formulate strategies and come up with a long-term solution which benefits both employee as well as the company.

3. **<u>EMPLOYEE SUGGESTION SCHEME</u>** –

Employee suggestion schemes should be implemented and their efforts should be recognized and rewarded. When the company gains profits, it should give credits to the teams that have contributed to its success. People are happier when they are valued. It develops a sense of pride and happiness which ultimately helps results in better performance by the employees. The employees should be included in the decision-making process and should be able to share their opinions and suggestions. In such instances, their suggestions might be beneficial for the company or might be cost-effective or time-efficient.

4. **<u>ENVIRONMENT PROTECTION AND POWER SAVING</u>** –

Awareness about environment protection and power saving needs to be cultivated in the workforce in order to work without destroying the environment, with a controlled waste generation, reduced noise and air pollution. It also means to use power supply efficiently without wasting electricity. It is important to make sure that the energy is saved and the carbon emission is controlled in order to ensure minimal environment damage. There is a need for carbon emission control in order to reduce the side-effects of global warming and hazardous chemicals which will affect the human life.

5. IMPROVEMENT OF 5S –

According to the Japanese theory of 5S, there are five S to achieve maximum productivity in manufacturing operations which helps in gaining competitive edge. Hence manufacturers can revolutionize their shop floor from messy and disorganized to standardized procedures and reduction in waste. The 5s concept in Japan is, 'Seiri' (sorting), 'Seiton' (Organizing), 'Seiso' (Shining), 'Seiketsu' (Standardizing) and 'Shitsuke' (Sustain) which is a system for reducing waste and maintaining orderly work environment through systematic processes. The organization should declutter and eliminate unnecessary stuff and methodologically arrange those items which are required for the ongoing operations. The team should create a regular cleaning schedule and standardize processes of all zones across the plant. Sustaining and reinforcing the continuous improvement is the most crucial step of the 5S plan. The 5s audits should be conducted regularly in order to actively maintain the levels and standards.

6. EMERGENCY PREPAREDNESS TRAINING TO BE GIVEN –

An emergency might occur at the most unexpected time frame, so the employees should be educated and trained according to the size of the workforce, materials and process used, and according to the availability of resources. The employees should be given an emergency plan, potential emergencies, alarm systems, evacuation routes, and shutdown procedures. Employers should strive to prevent injuries and exposures in workforce. Workforce planning is the most important for effective emergency responses. The staff should be given appropriate training with quality safety-equipment.

7. **<u>ARRANGEMENT FOR EXIT INTERVIEWS FOR EFFECTIVE EMPLOYEE RETENTION –</u>**

An exit interview is a final interview conducted with an employee who is leaving a company. It is designed to gain insights into the employee's experience, gather feedback, and identify areas for improvement within the organization. The goal of an exit interview is to learn why employees are leaving and to collect valuable feedback that will help the company make the necessary changes to retain top talent. Exit interviews offer a unique opportunity for departing employees to share their experiences and provide feedback with no immediate consequences. They can provide valuable insights into the company's performance, employee satisfaction, and areas for improvement.

8. **<u>FLEXIBILITY OF WORK HOURS –</u>**

Flexible working hours offer numerous benefits to both employees and employers. Flexible working hours refer to a work schedule that allows employees to begin and end their workday whenever they want, giving them greater control over their time. This means that employees can arrive at work earlier or later than the scheduled time. Flexible hours allow employees to balance their personal and professional lives. Employees have the opportunity to work during their most productive hours, which can vary from person to person. It helps to retain talent and reduce absenteeism rates and turnover rates.

9. <u>SUGGESTION BOX/ COMPLAINT BOX –</u>

A suggestion box is a tool used in a variety of industries to encourage employees to submit suggestions, comments, anonymously or with their names, whichever they prefer. It can be a physical object, such as a box placed in a common area, or an online platform available through websites, user communities, or surveys, i.e. It can be online or offline both. Choose a user-friendly software or platform which enables making suggestions online. If employees are encouraged to provide anonymous feedback, it is critical to protect their identity and create a safe environment for open and honest suggestions. To maintain employee engagement and trust, it is critical to follow up on suggestions received and implement ideas that are feasible and beneficial to the organization.

10. <u>EMPLOYEE ENGAGEMENT ACTIVITIES –</u>

Employee engagement activities are initiatives that aim to connect, motivate, and empower employees in the workplace. These activities play an important role in cultivating a positive and thriving work environment by increasing job satisfaction, fostering a sense of belonging, and encouraging active participation. The management can conduct various employee engagement activities to further boost the employee engagement scores. The activities include the following:

a. **Employee Competitions –**
   Games and competitions are a great source of team building and employee engagement to build a sense of camaraderie.

b. **Sporting Events –**
   A friendly basketball, soccer, cricket or badminton match to invite everyone and participate in it as a team.

c. **Cultural Events –**

Not everyone belongs from the same backgrounds, so it can be beneficial to celebrate and learn new things about each other's culture to feel included and boost inclusivity in the organization.

d. **Implementation of Wellness programs –**

Implementing wellness programs that promote both physical and mental health, such as yoga classes, meditation sessions, or health challenges.

e. **Team-building activities –**

Participating in team-building activities that foster collaboration, trust, and communication among teammates. Developing mentorship programs that pair experienced employees with new hires to facilitate knowledge transfer and professional development.

f. **Trivia sessions –**

Host trivia or game nights to encourage healthy competition among employees.

g. **Gamifying Wellness Challenges –**

Gamifying wellness challenges by incorporating rewards, leaderboards, or incentives to increase employee participation and engagement.

h. **Employee Recognition –**

Employee recognition refers to the implementation of programs that acknowledge and appreciate employees' achievements and contributions.

8.2 LIMITATIONS OF THE STUDY –

1. **LANGUAGE BARRIER -** The employees working in Maharashtra Electro Mechanical Works belonged to different regions of India. Hence it was not possible for me to conduct the employee engagement survey in English, since not everyone was familiar and comfortable with English language. Hence, I designed the same questionnaire in Hindi language as majority of them were comfortable with Hindi. I distributed the printouts of the updated google forms and asked them to fill it.

2. **ABSENT EMPLOYEES** - When I visited Maharashtra Electro Mechanical Works Private Limited, I introduced myself to all the employees across ten departments. I collected the basic details like name, mobile number, and email IDs of the employees. However, on the day of my first visit, I was unable to collect data from three to four employees as they were on a leave. Although I was unable to collect the responses from these employees, I made sure to include rest of the hundred employees working in MEMW.

3. **EXPENSIVE PROGRAMS –** The training and skill development programs is one of the most effective ways to boost employee productivity and helps in growth of an individual. The training programs, designing of salary structures, workforce strategies are difficult to execute for a small-scale company since most of the times they are either too costly or time-consuming.

4. Since Maharashtra Electro Mechanical Works Private Limited is a small-scale company, It is in the growth phase of the company life-cycle; hence, the employee engagement results derived from this study cannot be generalized to all the organizations which are large-scale or Multi-national companies. However, it can be applied to any other small-scale company with similar parameters.

CHAPTER 9 – CONCLUSION AND BIBLIOGRAPHY

9.1 CONCLUSION -

Employee engagement is an important indicator of an efficient and thriving workplace, where employees feel valued, involved, and connected to their jobs. Employee engagement is the strength of mental and emotional connection employees feel towards their team, their work and their organization. Engaged employees demonstrate a higher level of commitment, are more productive, and contribute to a positive company culture. Employee engagement is extremely essential as it lowers absenteeism, while increasing productivity and decreases workplace injuries, greater trust in leadership and stronger employer brand. It is about the individual and organizational performance.

Employee engagement refers to the perceived positive impact on achieving organizational goals. We often believe that happy employees mean engaged employees, however, happiness is not same as engagement. Employee happiness is a temporary and short-term measurement but employee engagement is a long term and deep connection to the organization. Engagement explains how invested the employees are in the organization. Similarly, satisfied employees are not engaged employees as they wouldn't take steps to go above and beyond. The satisfaction, commitment, pride in association with organization and eloquently speaking about products is what makes engagement.

The seniors of the organization model desired behaviors, set vision, mission and goals aligning it with strategies, support initiatives and communicate thoughtfully while the Human Resources manager drives alignment and accountability, chooses processes and tools, implements the strategies, and coaches leaders and terms. The role of human resources managers is to create a safe place, review discuss and act on engagement results, they are accountable for progress of the organization, organization wide engagement priorities and practice engagement driving behaviors. The role of employees in employee engagement is the most crucial as they share their honest feedbacks, participate in brainstorming sessions, and support team commitments.

In addition to having many advantages, employee engagement is a critical component of organizational success. Employees that are engaged are happier, more productive, and probably more devoted to the company. They bring vigor and dedication to their work, which is a crucial sign of engagement and commitment. Developing social ties within companies and tailoring work environments to employees' cultural needs are key components of employee engagement.

Retaining staff requires creating an environment that is open, honest, and supportive of their growth. Employee engagement research keeps showing promise as a topic for additional study and application. But it's crucial to take into account the environment in which engagement is experienced and carried out. Understanding the political and organizational contexts can help one understand engagement more precisely.

Employee engagement is more than just whether an employee is content or happy in their job; it goes beyond that. It is characterized as an employee's emotional investment in their job and workplace. Employees that are engaged are totally committed to their jobs. It has been demonstrated that high employee engagement helps retain top talent and boosts profitability, work quality, and productivity. It is a vital component of corporate success, encouraging organizational performance, customer loyalty, and talent retention. In order to increase employee engagement, businesses are devoting time and money to improving workplace cultures. In conclusion, successful organizations must have engaged employees. It's about developing a connection to the organization, a positive attitude, and a commitment. Employees that are engaged are more likely to be content, effective, and devoted.

Employee engagement measurement should not be a one-time process, instead it must be continuous method for the organizational improvement. Not only are engaged employees devoted to their organizations, but they also align their mission and goals with the purpose and assignment of the business enterprise. In order to maximize their human capital, businesses have made employee engagement a significant topic of study on a regular basis. Although the exact cause of the relationship between engagement and well-being is unknown, engaged employees were found to be almost three times more likely than actively detached employees to feel that their work lives positively affected their physical fitness.

Engagement has been found to be closely related to feelings and perceptions of being valued and concerned, which results in the types of unrestricted effort that lead to improved overall performance. Such evidence suggests that management wishes to delegate control and allow employees to influence critical decisions.

Employee engagement leads to increased dedication and involvement in tasks, creating a motivated team that works together to achieve organizational goals. As a result, proper employee engagement contributes to increased employee satisfaction. Increased employee engagement leads to improved business profitability.
A proper employee engagement ratio helps to improve employee safety and health.

Thus, I have used a company-wide engagement survey to establish a baseline of strengths and opportunities. I collected the names, contact number and email IDs of the employees and segregated it in different departments, I collected the data, analyzed it, sliced and diced it to understand the nuances of the teams and focus groups. I designed the questionnaire and sent it the employees' emails and asked them to participate in my survey. I identified the goals and research problems that were to be inspected. Later when I got the data, I started processing it and transformed it into charts, pie diagrams and line charts to further simplify and visualize the data. I recognized the employee sentiments, identified their strengths and weaknesses, while predicting their employee retention rate and future trends. I designed an employee engagement survey with a variety of questions.

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<u>**APPENDIX I**</u>

<u>**QUESTIONNAIRE FORM**</u>

<u>**GOOGLE FORMS LINK**</u> - https://docs.google.com/forms/d/1nZ4qFYIBqZF1m-9FuLKMyYWmKE2RzdPCdEwunX6UqX4/edit

HR ANALYTICS AND ITS ROLE IN EMPLOYEE ENGAGEMENT IN A SMALL-SCALE COMPANY

Hello there, Warm Greetings!

I'm Khushi Govind Upadhye, a student of MBA (HR Analytics) from Amity University Online, Noida, Uttar Pradesh. As a part of my Semester 4 course, I have undertaken a dissertation on "HR Analytics and its role in Employee Engagement in a small-scale company" under the guidance of Mrs. Pooja R Bal. Your participation in this study is expected to take 10-15 minutes approximately. Your responses and personal details shall be kept completely confidential and only for research purposes. For any queries about the study, you can contact me at upadhyekg25@gmail.com

Thank you for your participation.
Khushi G. Upadhye

Name of the Employee _____

Select your Gender –
- Male
- Female

Select your Department

- Accounts
- Assembly
- Logistics
- Production
- Others _____

Enter your Mobile Number

_____

Enter your Email ID (if available)

_____

Questions –

There are 17 objective questions and 2 subjective questions. Please rate on the scale of 1 to 5 with the options 1- Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly Agree will have the following ratings.

1. On a scale of 1 to 5, how satisfied are you with your current job?

   a. Highly Dissatisfied
   b. Dissatisfied
   c. Neutral
   d. Satisfied
   e. Highly Satisfied

2. Do you have a healthy work-life balance?

   a. Strongly Disagree
   b. Disagree
   c. Neutral

  d. Agree
  e. Strongly Agree

3. On a scale of 1 to 5, how valued and appreciated do you feel for your performance?

  a. Highly Unappreciated
  b. Unappreciated
  c. Neutral
  d. Appreciated
  e. Highly Appreciated

4. Is MEMW diverse and inclusive towards its employees?

  a. Strongly Disagree
  b. Disagree
  c. Neutral
  d. Agree
  e. Strongly Agree

5. On a scale of 1 to 5, how safe and comfortable do the female employees feel in MEMW?

  a. Highly Unsafe
  b. Unsafe
  c. Neutral
  d. Safe
  e. Highly Safe

6. Are your team members interactive and co-operative with you?

  a. Strongly Disagree
  b. Disagree
  c. Neutral
  d. Agree
  e. Strongly Agree

7. How supportive and prompt are your managers and supervisors to you?

a. Highly Discouraging
b. Discouraging
c. Neutral
d. Encouraging
e. Highly Encouraging

8. On the scale of 1 to 5, how stressful do you feel at work?

a. Highly Stressful
b. Stressful
c. Neutral
d. Balanced
e. Highly Balanced

9. Rate the level of bias or discrimination faced in MEMW?

a. Always
b. Never

10. How would you describe the overall company culture of MEMW?

a. Highly Dissatisfied
b. Dissatisfied
c. Neutral
d. Satisfied
e. Highly Satisfied

11. How satisfied are you with the pay and benefits offered to you?

a. Highly Dissatisfied
b. Dissatisfied
c. Neutral
d. Satisfied
e. Highly Satisfied

12. On a scale of 1 to 5, how effectively are your skills utilized in your MEMW?

    a. Highly Under-utilized
    b. Highly Utilized

13. Do you feel supported by your colleagues and manager?

    a. Highly Unsupported
    b. Unsupported
    c. Neutral
    d. Supported
    e. Highly Supported

14. Are you voluntarily ready to work extra to meet customer urgencies?

    a. Never
    b. Always

15. How satisfied are you with the Personal Protective Equipment (Safety Equipment) provided to you by MEMW?

    a. Highly Dissatisfied
    b. Dissatisfied
    c. Neutral
    d. Satisfied
    e. Highly Satisfied

16. How will you rate your training and development from your organization?

    a. Very Bad
    b. Bad
    c. Neutral
    d. Good
    e. Very Good

17. In case of emergency, do you get help from company

a. Never
b. Sometimes
c. Always

18. What do you like about working in MEMW (Subjective Question)

_____

19. What challenges or improvements would you like to mention? (Subjective Question)

_____

APPENDIX II – MINUTES OF MEETING

Minutes of Meeting using First Google Meet

Date – 19th May 2024

Time – 5:10 pm to 6 pm.

Participants –

- Miss Khushi Govind Upadhye
- Mrs Pooja Rajeev Bal

Agenda – To discuss the dissertation topic and basic details of the different project topics

Summary –

I first went through the different topics related to the Human Resources domain and jotted down a few topics for my final year dissertation. I asked Pooja ma'am about the topics which are trending and necessary in Human Resources. She advised me to select a topic that interests me, and is easy for me to do. She also went through my list of the project topics and advised me to go ahead with employee engagement topic since it was a very important topic. I also asked her a few questions about the flow of the project, its contribution to the industry. She explained me how to extract the primary data from an industry. She advised me to go for a small-scale industry. She also suggested me to make an index of employee engagement factors.

APPENDIX III - MINUTES OF MEETING (SECOND)

Minutes of Meeting for Second Google Meet

Date – 25th May 2024

Time – 9 pm to 10 pm.

Participants –

- Khushi Govind Upadhye
- Pooja Rajeev Bal

Agenda – To review the questionnaire and project report

Summary –

I had completed the employee engagement questionnaire form using Google forms based on the Key Performance Indicators of Employee Engagement according to the company Maharashtra Electro Mechanical Works Private Limited. I requested her to go through the questions and she informed me that the questionnaire was good and I can proceed with it. I sent it to the employees of Maharashtra Electro Mechanical Works Private Limited and requested them to fill out the responses for the questionnaire. Meanwhile I read the literature review and added the data analysis part after I received all the responses from the employees of Maharashtra Electro Mechanical Works. I sent her the project report for the analysis. She had suggested me a few improvements in the project report. I made those improvements and sent it to her.

APPENDIX IV – MINUTES OF MEETING (THIRD)

Minutes of Meeting for Third Google Meet

Date – 16th June 2024

Time – 8:30 pm to 9:30 pm.

Participants –

- Khushi Govind Upadhye
- Pooja Rajeev Bal

Agenda – To make final improvements and review the project.

Summary –

I had completed the entire project report and I sent it to Pooja ma'am. She reviewed the entire project file and suggested me to make minor changes in my formatting in order to make my project presentable. I mailed her my report once again in order to add her signature and I also requested her to send me her resume as per the University guidelines. Once the requirements were fulfilled, I wished her with my thanks and gratitude for her guidance on my dissertation, despite her busy schedule.