"An Analytical Study of Employee Engagement in Honda Cars India Limited"

A report submitted to-

Narsee Monjee Institute of Management Studies (NMIMS)

Submitted By-

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Thank you all for your valuable contributions and guidance,

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DECLARATION

I, Pragya Jain, hereby declare that the research project on the topic "**An Analytical Study of Employee Engagement in Honda Cars India Limited.**" is the result of my independent and original work. I affirm that all the information presented in this research project is based on reliable sources and has been appropriately cited and referenced.

I further declare that I have adhered to the ethical guidelines and principles throughout the research process, ensuring the accuracy and integrity of the findings presented in this project.

Any contributions or assistance received from individuals or sources have been duly acknowledged.

I acknowledge that **Honda Cars India Ltd.** is a registered trademark, and all references to the bank's practices, framework, and related information in this research project are based on publicly available sources and do not imply any official endorsement or sponsorship.

I understand the importance of academic integrity and hereby affirm that this research project has not been submitted for any other academic qualification or publication. Any similarities or resemblances to the work of others are purely coincidental, and I take full responsibility for any unintentional omissions or errors in the project.

I am aware that any misuse or misrepresentation of the information presented in this research project will be subject to disciplinary actions as per the policies and regulations of my educational institution.

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CHAPTER - 1

COMPANY PROFILE

INTRODUCTION

Honda Motor Company Limited is arguably best known as an automotive and is the third largest carmaker in Japan. The majority of its sales are made in the United States, which is its best market. The majority of Honda's sales are from its vehicle product line, which includes popular top-sellers in the United States such the Accord, Legend, Civic, Prelude, and the opulent Acura. The company has its beginnings in motorcycles and is currently the top motorcycle producer in the world. Although it comes in first place on the country's list of most taken (and thus, "in demand") vehicles, the Honda Accord is the second most popular car purchased in the United States. Honda also manufactures motorcycles such the Shadow 750, Foresight, and Super Cub. Additionally, the company's power products segment produces other goods that increase annual sales, including all-terrain vehicles, portable generators, outboard motors, and machines for agricultural and industrial usage.

The Early Years

Any assessment of the development and success of the Honda Motor Company must reflect the divergent personalities of its founders, Soichiro Honda and Takeo Fujisawa. It is stated that Soichiro Honda's accomplishments as an engineer in mechanical engineering were comparable to those of Henry Ford. Honda focused his initial efforts in 1938 while working in his Japanese machine business on casting the ideal piston ring. He

quickly achieved his goals for casting a ring and made an attempt to sell it to the Toyota Corporation.

Toyota turned down Honda's initial shipment of piston rings, but two years later the business placed its first sizable order. However, Honda ironically discovered himself at that point confronting a significant challenge brought on by the order's size: a shortage of cement. Honda was unable to get the cement and materials required to build a factory that could manufacture piston rings because Japan was gearing up for war. Furthermore, at that time, he was unable to use his facility to make the required number of piston rings. Honda wasn't discouraged, and he quickly built the new facility after learning how to create his own cement.

Despite surviving bombing raids during World War II, Honda's new plants were tragically wrecked by an earthquake later on. Honda turned to making motorcycles after selling his piston ring business to Toyota at that time. In the early postwar years, when petrol was extremely scarce and there was a huge need for an inexpensive fuel-consuming vehicle, he had constructed his first bike. He made the decision to try selling bikes on a bigger scale after the loss of his piston ring maker.

Along with investor Takeo Fujisawa, who he had known since the 1940s, Honda established a business. In 1949, Fujisawa contributed the startup money as well as the financial and marketing plans. Contrary to Fujisawa, Honda's aim for starting the business was not merely financial; rather, it was to give himself a stable financial foundation so that he could pursue other goals like motorcycle racing.

HCIL LAYOUT PLAN (GNU)

CBU YARD

(HIMI)PARTS ware house

PRODUCTION FACILITY

LOCAL & CKD ware house

CQA

OFFICE BUILDING

BUS PARKING

TOTAL AREA : 607249 Sq. Mtr.
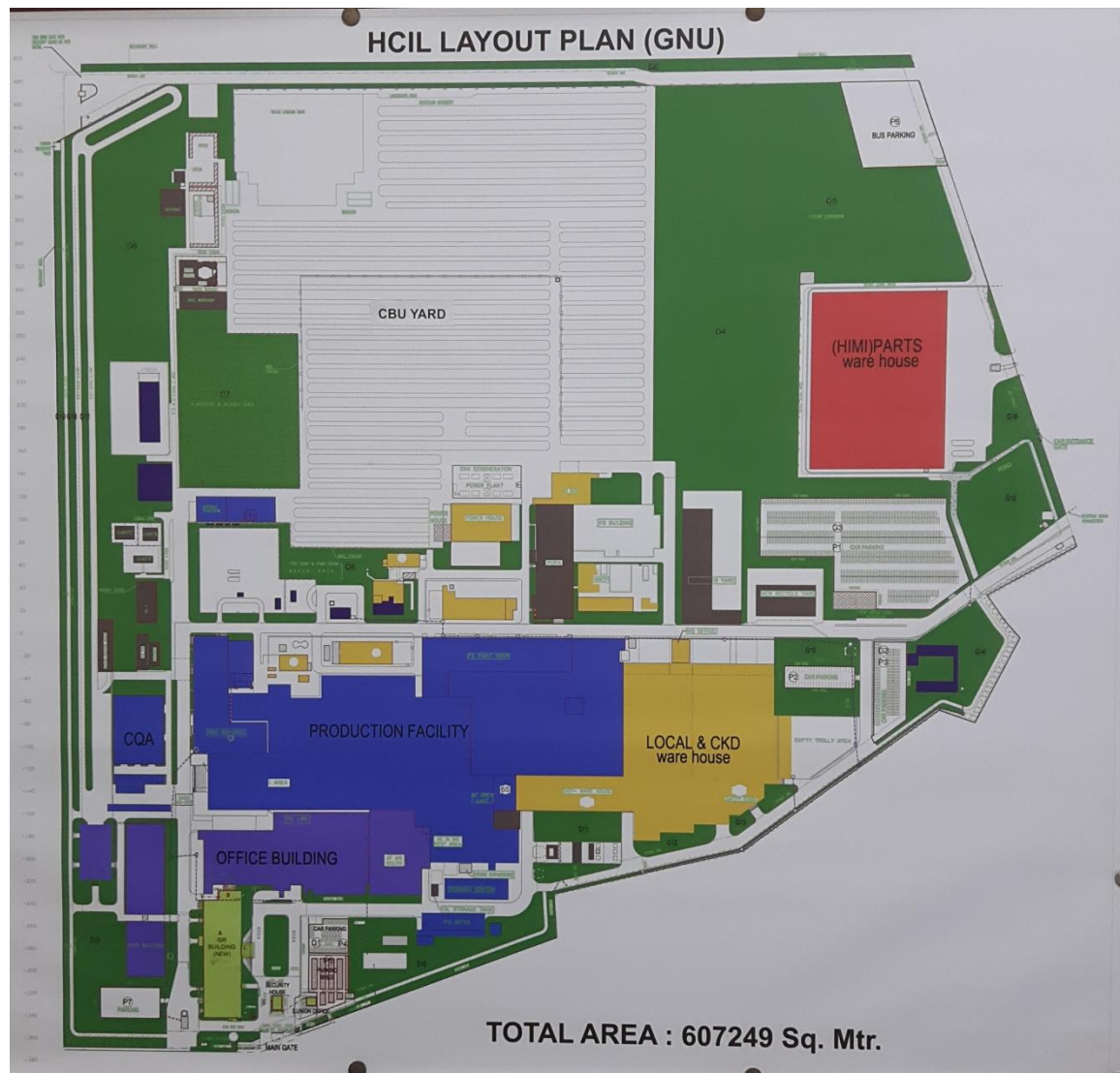
Innovations in the 1950s-

After introducing his first motorcycle in Japan in 1950, Honda shocked the engineering community by tripling the horsepower of the standard four-stroke engine. This technological advancement put the business in a strong position for success. Demand was high but output was sluggish by 1951. Honda's rise to one of four or five market leaders was mostly a result of its superior designs. Honda had amassed a 15% market share for motorcycles by 1954.

However, the company's two owners had distinct top priorities. The engine invention resulted in higher sales and simpler financing for Fujisawa. Honda was able to pursue his dreams of competing in motorcycle races more successfully because to the higher horsepower engine. In fact, winning served as the ultimate endorsement of his creative

skills. Success came rapidly, and by the close of the 1950s, Honda had amassed every major motorcycle racing championship trophy available.

Fujisawa, however, made an effort to divert Honda's focus from racing and towards the more routine duties of managing a prosperous economic enterprise during the decade. With a specific element of Japanese society in mind, Fujisawa pushed Honda to embrace this technology into a commercial motorbike in 1956 as the technological advances garnered from racing started to pay off in significantly more efficient engines. At that time, motorcycles were predominantly utilized by men in Japan as an alternate mode of transportation to railroads and buses. However, there were still many small businesses in Japan that made deliveries and completed errands on bicycles. These small businesses' finances were typically managed by Japanese housewives who shunned traditional motorcycles because they considered pricy, risky, and challenging to run. Fujisawa advised Honda that given his experience in motorsports, he might be able to create a cheap, reliable motorcycle that could be operated with just one hand (to make transporting parcels easier).

The Honda 50cc Super Cub was first introduced in 1958. It had a three-speed gearbox, an automatic starter, an automatic clutch, and a bicycle-like, secure appearance. Its high-horsepower and lightweight 50cc engine was largely responsible for its low pricing. Due to the overwhelming demand, the company organised a capital injection so that a new facility with a 30,000 unit per month capacity could be built. With $55 million in sales by the end of 1959, Honda had risen to the top spot among Japanese motorcycle producers. The company sold 285,000 total units that year, including 168,000 Super Cubs.Expansion into the United States in the 1960s-

The Super Cub's popularity in Japan led Honda to think about extending its intended customer base to other continents. However, the business had already made unsuccessful attempts to enter the regional southeast Asian markets in 1957 and 1958. Even though the European market was larger, its own brand manufacturers significantly dominated it, and the popular mopeds they produced dominated the low-cost, low-horsepower sector. So, Fujisawa made the decision to concentrate Honda's efforts on the American market.

Before 1960, the stereotypical American motorbike rider was a sketchy youngster who associated to a gang of troublemakers known as the "Hell's Angels" or the "Satan's Slaves." The typical perception of motorbike riders in the US was that they were troublemakers who donned leather jackets. But in the 1960s, Honda Motor Company fought to successfully change that reputation and position itself as the world's top motorbike maker.

American Honda Motor Company, Inc. was created in 1959 by Honda, which stood in stark contrast to other international manufacturers who relied on wholesalers. The goal of Honda's marketing approach was to attract consumers who had never considered owning a motorbike. The business started off in America by building the tiniest, lightest motorcycles that were feasible. Honda offered its unit for $250 retail as opposed to $1,000–1,500 for the American models, despite having a three-speed gearbox, automatic clutch, five horsepower (an American cycle only had two and a half), an electric starter and a step-through frame for female riders. American Honda likely outperformed its rivals in terms of productivity even at that initial point.

Honda adopted the strategy of building the American market in one area at a time. Over a five-year period, the corporation began on the West Coast and gradually shifted its location eastward. In the United States, 2,500 machineries. were sold in 1960. 125 distributors were created in 1961, and local advertising cost $150,000. Impressive was Honda's accomplishment in generating interest in lightweight motorcycles. From $500,000 in 1960 to $77 million in 1965, its U.S. sales soared.

The tagline of Honda's advertising campaign, which was targeted at young families, was "You meet the nicest people on a Honda." This was an intentional effort to distance its motorcycles from the perception that many Americans held of motorcycle riders. The tale of how the tagline was developed was intriguing. An undergraduate marketing specialist at the University of California, Los Angeles (UCLA) turned in an advertisement for Honda as part of a semester assignment in the spring of 1963. It had as its slogan, "You meet the nicest people on a Honda." The youngster submitted his artwork to a friend at Grey Advertising after being encouraged by his teacher. Due to the "Nicest People" promotion, Honda's sales were thus boosted, and by 1964, nearly one in every two motorcycles bought in the US was a Honda.

Transitions into Automobile Manufacture-

As a result of the growing number of medium-income consumers, banks and other Banks and other monetary service providers started financing the purchase of motorbikes as a result of the rise in the number of consumers with medium incomes. This made it easier to move away from dealer financing, that had been the standard method of payment. The business launched a risky plan in order to take advantage of the potential presented by an increase in demand for its goods. Honda declared that it would stop shipping motorcycles on consignment contracts and switch to a cash-on-delivery policy starting in late 1964. Management was preparing for a mutiny at the dealership in the meanwhile. Instead, not

a single dealer gave up its franchise despite the fact that almost everyone either questioned or objected to the decision. Honda was able to shift financial control (and the power that comes with it) from the retailer to the manufacturer through this single decision, and within three years this strategy became the industry standard. As a result, the Honda motorcycle possessed the biggest share of the market of all businesses in the world.

Honda began making automobiles and trucks in 1967, diversifying as it rose to prominence as the world's top producer of motorcycles. The business also began producing outboard motors, pumps, power tillers, lawn mowers, and portable generators. The business launched two light-weight passenger automobiles in 1967 and 1968, but they did not sell well in either the Japanese or American markets. The Honda Civic was not released until 1973, when the business really started to make an impact on the global car market. The oil crisis gripped the entire world, and suddenly, the energy-efficient Japanese agreements found a market on a global scale.

After the Honda Civic had sold one million units, the company unveiled the upscale, more expensive Accord model three years later, in 1976. Sales of the Accord increased quickly, particularly in the United States but also in Japan. Production of the Accord began at Honda's Marysville, Ohio, manufacturing facility in 1982 as a result of the expanding U.S. market for Japanese automobiles. A third of Honda's annual motorcycle manufacturing, which now stands at about 3.5 million units, is produced or marketed outside of Japan.

Management was confident that the business could succeed in breaking into the luxury automobile market as the Accord gained popularity among middle-class Americans seeking excellent, dependable, and inexpensive cars. Honda released the Acura in 1986, and both Japan and the United States saw rapid growth in sales. Honda had become one of the world's top automakers by the decade's end in the 1980s.

Stumbling Blocks in the Early 1990s-

The success of Honda carried over into the next decade. From 1990 to 1992, the Accord was among the most well-liked and best-selling vehicle in the US. Sales in the United States were phenomenal, with two vehicles sold there for every vehicle sold in Japan. Nobody could have guessed that Honda would ever beat Chrysler Corporation to emerge as the third largest automobile seller in the United States when Honda first started selling automobiles in the late 1960s. But it took place in 1993. Honda's motorcycle division, which also sold cars, made history by organizing the first-ever joint venture to manufacture motorcycles in China in 1992. According to many industry observers, the

partnership could provide Honda a start in what may grow to be the biggest and most valuable motorbike market in the world.

Yet Honda's success in an arena as competitive as the automotive industry could not continue indefinitely. With increasing sales of Pontiac's Grand Am, Ford's Taurus, and However, Honda's success in a sector as cutthroat as the auto industry could not last forever. Sales of Honda's Accord fell 35% in 1993 as a result of rising sales of the Pontiac Grand Am, Ford Taurus, and Toyota Camry. Acura's sales in the luxury auto sector fell by 17 percent as a result of rivalries from Toyota's Lexus and Nissan's Infinity. Honda even saw a sizable decline in its market share in Japan. The widely reported controversy that big-ranking Honda managers received payoffs as large as $100,000 from merchants who desired Honda franchises and specific forms of preferential treatment exacerbated its loss of share of the market.

With more than 40% of its global sales taking place in the US, Honda began to push back onto American soil. After Soichiro Honda passed away in 1991, the business underwent a thorough reorganisation. Honda reorganised its Japanese, European, and North American sections into autonomous operations under the direction of Nobuhiko Kawamoto, the business's president and chief executive officer, in order to increase efficiency. Honda organised for 50 workers from its Ohio facility to devote two to three years serving in Japan in order to increase the number of Americans in the corporate management. In attempt to clear some of its inventory, the business also announced dealer bonuses of up to $1,000 per car and increased its sales training programs in the United States. In order to compete with well-established models like Isuzu's Rodeo, Honda finally unveiled its first four-wheel drive vehicle.

Honda reduced its overhead, hired more Americans to run the business, and unveiled new models, but none of these adjustments altered the fact that the global auto market had become saturated and would continue to be fiercely competitive in the near and long terms. Ironically, Honda would experience the same pressure that American automakers did in the 1970s and 1980s when Japanese rivalry nearly drove them out of business.

The End of the Century and Beyond-

Honda concentrated a significant amount of its effort on research and development in 1993 and 1994 in order to compete in the challenging automotive industry climate. As a result of their efforts, the corporation received a sizable quantity of favorable news. The first was that Honda's power unit engines were the initial ones to comply with new California emission laws in 1993. Later same year, Honda's research into alternative energy sources for cars led to the company's Honda Dream winning the World Solar

Challenge, the largest solar car race in the world. The CUV-E Scooter was released in limited quantities the next year, and Honda's BP90 outboard motor won the IMTEC Innovation Award.

Following these achievements, Honda unveiled the first gasoline-powered car to fulfil Ultra Low Emission Vehicle (ULEV) requirements in 1995. A new Civic model with a three-stage VTEC engine and Multi Matic feature was released around the same time. At that point, total global production of the Civic had topped 10 million units, and total global manufacturing of all Honda cars had surpassed thirty million units. Late that same year, Honda added the sport multipurpose vehicle CR-V to its lineup of vehicles.

Honda has made an effort to increase sales in the United States by using American workers to engineer and produce some of its American products. The Acura CL, which was created and manufactured in the US, went on sale in 1996. The Valkyrie, a large-size custom motorbike produced in the United States, was unveiled in the same year. In 1996, Honda won the World Solar Challenge once more.

The following year saw Honda develop and use a brand-new, 360-degree, universally adjustable, ultra-compact four-stroke engine as well as the production of more vehicles with low emissions features. A milestone of 100 million motorcycles and 30 million power product units were produced cumulatively by the corporation in 1997, respectively. Honda's sales recovered further, and the corporation opened production facilities in numerous new countries across the world as a result of the expansion. For instance, new Honda product production lines were launched in India, Vietnam, Turkey, Indonesia, and Brazil in 1997 alone. In order to build and market cars, Honda once more entered a partnership deal in China in 1998.

Soon after, Honda's American employees started openly expressing a probable desire to join unions, which garnered media attention. Up until that moment, Honda had not been a unionised company, in contrast to the majority of other American-based automakers, who benefited from the support of organizations like the Teamsters Union and the United Auto Workers (UAW). In actuality, a union organization has never before been approved and implemented at a Japanese-owned automaker. Workplace policies, retirement plans, and the company's treatment of temporary employees were some of the grievances raised by employees against the business. However, many Honda workers who were interviewed at the time in American media appeared to hold the view that there had been no reason for Honda employees to organize.

In 1999, Honda was prepared to launch a brand-new, low-emission, fuel-efficient car on the American market that was composed primarily of an aluminum and plastic composite. The new vehicle, called the Insight, had an astounding 84 gallons of petrol capacity and was propelled by both electricity and petrol. Honda hadn't been the first automaker to develop such a car; Toyota had already released a comparable vehicle to the Japanese market, the Prius. Toyota's initial ambitions for a year 2000 debut into the U.S. market, however, were poised to be beaten by Honda's late 1999 launch of the Insight.

Honda was doing fairly well as the century came to its end, but there were still some issues to be resolved. It was now regarded to be one of the world's most effective auto manufacturers. Its advantages were its expertise in research and development, its cutting-edge technological capabilities, and its global presence—Honda was selling noticeably more cars abroad than it was doing domestically. Even still, the business was starting to rely increasingly on its American sales, who's by the conclusion of the decade represented about 85% of Honda's revenues. Furthermore, the organization's Civic and Accord vehicles were relied upon too much, which could cause issues in the years to come if production hiccups happened in either line.

Principal Subsidiaries: Honda Research and Development Co., Ltd.; Honda Engineering Co., Ltd.; Honda International Sales Corp.; Honda SF Corp.; Honda Minami Tokyo Co., Ltd.; Honda Motor Service Co., Ltd.; ACT Trading Corp.; American Honda Motor Co.; Honda of America Mfg., Inc.; Honda Research of America, Inc.; Honda Motor (China) Co., Ltd.; Press Giken Co., Ltd. (98.2%); Seiki Giken Co., Ltd. (98%); Honda and Co., Ltd. (86.6%); Honda Sogo Tatemono, Ltd. (70%).

CHAPTER – 2

INTRODUCTION

Abstract

The level of dedication and participation a worker has with their organisation and its principles is known as their level of employee engagement. A motivated worker is conscious of context and collaborates with coworkers to enhance performance on their duties for the organisation.

The staff have a favorable outlook on the company and its core principles. The study focuses on how job involvement precedes employee engagement and what employers may do to increase employee engagement. The Gallup 12-point survey, a 12-question assessment that detects profound feelings of teamwork and the steps that demonstrate how to lead an engaged workforce, are also examined in the article.

The Components of Engagement

Introduction

Worker engagement, often known as employee engagement, is a concept in corporate management. An "engaged employee" is someone who is enthusiastic and fully invested in their work. As a result, they will act in a way that advances the goals of their company.

Employee engagement is a quantifiable measure of an employee's good or negative emotional attachment to their job, colleagues, and organisation, which has a significant impact on their readiness to learn and succeed at work, according to Scarlett Surveys. Engagement so differs significantly from organisational culture, employee drive, and employee satisfaction.
Kahn (1990) defined engagement at work as the 'harnessing of organisational members' identities to their work duties. During role plays, participants engage in engagement by using and expressing their physical, cognitive, and emotional identities.

The second concept connected to organisational behaviour engagement is flow, as proposed by Csikszentmihalyi (1975, 1990). According to Csikzentmihalyi (1975), flow is the "holistic sensation" experienced when acting entirely out of one's own volition. When in a state of flow, it might be difficult to tell the difference between oneself and the surroundings. People rarely need to consciously manage their activities when they are in a Flow State.

Employee engagement, then, is the degree of dedication and interest a worker has for their employer and its principles. An enthusiastic worker is conscious of the organisational context and collaborates with coworkers to enhance job performance. A two-way interaction between the employer and the employee is necessary for the organisation to build and nurture engagement. Staff engagement is a gauge that assesses a person's connection to the organisation.

The current conceptions of job involvement (Brown, 1996) and flow (Csikszentmihalyi, 1990) are most strongly linked to engagement. According to Lawler & Hall (1970), "job involvement" is "the extent to which the employment situation is central to the individual and his or her identity." Job participation, according to Kanungo (1982), is a "Cognitive or belief condition of psychological identification." It is believed that job engagement depends on how important a need is and how well a job can meet that need. As a result, involvement in the job leads to a cognitive assessment of the job's capacity to provide demands. Jobs are linked to one's self-image in this perspective.

Engagement is different from job performance in that it is more concerned with how a person employs his or herself while performing his or her job. Engagement also requires the conscious use of emotions. Last but not least, it can be argued that engagement precedes work participation because people who are deeply engaged in their roles are more likely to connect with them. When Kahn discussed employee involvement, he gave weight to all three dimensions—physical, mental, and emotional. However, in terms of

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job satisfaction, the cognitive element has been given more weight. HR professionals think that employee attitudes towards their work experience and how they are treated within the organisation play a significant role in the engagement challenge. It's got a lot of to do with feelings, which are intrinsically connected to what makes a firm succeed financially. Whatever line managers and Human Resources do to engage them, there are going to be individuals who do not give their maximum effort. However, the majority of the time, workers desire to dedicate themselves to businesses because accomplishing so satisfies a strong and fundamental urge to connect with and give back to something meaningful.

Factors Affecting Employee Engagement-
According to international studies, there are three fundamental components of employee engagement:
1) The workers and their own particular psychological make-up and experience.
2) The employers and their capacity to foster employee engagement Interaction amongst employees at all levels.
3) Therefore, it is primarily the responsibility of the organisation to foster an environment and culture that is conducive to this cooperation and a win-win situation.

Categories of Employee Engagement-
According to the Gallup the Consulting there are different types of people: -

Engaged- Employees that are "engaged" are builders. They want to be aware of the ideal expectations for their position so they can fulfil and beyond them. They have a genuine curiosity about their organisation and their role within it. They consistently put forth excellent work. They desire daily employment of their skills and advantages. They put their all into their work, promote innovation, and advance their company.

Not Engaged- Employees who are not engaged focus more on their work than the objectives and results they are supposed to achieve. So that they can complete it and claim completion, they'd like to be told how to do. They place more emphasis on getting things done than on getting a result. Non-engaged workers frequently feel that their efforts are not valued and that their true potential is not being realised. They frequently experience this since they don't get along well with their superiors or their coworkers.

Actively Disengaged- Employees who are "actively disengaged" are described as "cave dwellers." They "Consistently against virtually everything." They act out their discontent rather than merely being uncomfortable at work. Every chance they have, they plant the seeds of negativity. Actively disengaged employees hinder the efforts of their engaged peers every day. The issues and conflicts that actively disengaged workers develop can seriously harm an organization's ability to function as workers depend more and more on one another to produce goods and services.

Factors Leading to Employee Engagement-
Studies have shown that there are some critical factors which lead to Employee engagement. Some of them identified are.

Career Development- Opportunities for personal development

Career Development – Effective Management of talent

Leadership- Clarity of company values

E

Leadership – Respectful treatment of employees

N

G Leadership – Company's standards of ethical behavior

A

G Empowerment

E Image

M Equal opportunities & fair treatment

E Performance Appraisal

N **Pay & benefits** Communication

T

Health & Safety Family Friendliness

Job satisfaction Co-operation

FEELING VALUED AND INVOLVED

Options for Personal Development and Career Development
High engagement workplaces give people the chance to grow professionally, pick up new abilities, learn new knowledge, and reach their full potential. When businesses invest in their employees by planning for their career trajectories, their employees also invest in the companies.

Effective Talent Management in Career Development
Career development affects employee engagement, helps employers keep the best workers, and offers chances for personal growth.

Leadership: Making the company's values clear
Employees must believe that the guiding principles of their employers are unmistakable and obvious.

Leadership: Treating Employees with Respect
Regardless of their position, successful organisations value each employee's skills and contributions.

Leadership - The Organization's Code of Conduct
The moral values of a corporation also influence a person's involvement.

Empowerment

Employees demand a say in choices that have an impact on their jobs. High engagement workplace leaders foster a supportive and demanding environment where staff members are encouraged to challenge the status quo and contribute ideas and innovations to advance the company.

Image

Employees' opinions about the calibre of the goods and services their employer offers customers heavily influence how enthusiastically they are willing to recommend them. Inextricably connected to high levels of consumer engagement are high levels of staff engagement.

Other Elements

Opportunities for everyone and fair treatment
If all of the employees were given equal opportunities for development and advancement by their superiors, there would be high levels of employee engagement.

Performance Evaluation
Fair assessment of a worker's performance is a crucial factor in figuring out how engaged they are. Employee engagement will be high in a company that uses an acceptable performance appraisal method that is transparent and impartial.

Paid and Bonuses

To encourage employees to work for the company, it is important to have a fair wage structure. Employee benefits and remuneration should also be offered in order to increase engagement levels.

Health and safety research

If an individual does not feel secure at work, engagement levels are poor. As a result, every organisation should implement the necessary procedures and security measures to ensure the well-being and security of its workers.

Job Contentment

An engaged employee can only be one that is happy with their job. Therefore, it is crucial for an organisation to ensure that the employee's job meets his professional ambitions in order for him to enjoy his work and, in the end, be content with his position.

Communication

The business ought to adhere to the open-door policy. The utilisation of proper communication channels inside the organisation should allow for both communications up and down. Engagement levels are going to be high if the employee has a voice in decision-making and is able to feel heard by his boss**.**

Friendliness to Families

A person's home life affects his or her professional life. An employee will develop an emotional bond with the company and become more engaged when he is aware that the company is thinking about the needs of his family as well.

Co-operation

Employee engagement will increase if everyone in the organisation works together to support one another, including all employees and managers.

Engagement and the Psychological States-

The first empirical research to evaluate Kahn's (1990) model was May et al. (2004). According to May et al. (2004), meaningfulness, safety, and availability are highly positively connected with engagement, supporting Kahn's (1990) study. Role fit and job enrichment had a positive relationship with meaningfulness; rewarding coworkers and fostering supervisor relationships were positively correlated with safety. Job fulfilment (the growth of increasing inherent job elements and downgrading attention to external variables, Kaplan, Tausky & Bolaria [1969]) and function fit were positively correlated with meaningfulness. Loyalty to workplace rules and self-consciousness, on the other hand, were unfavourable safety indicators. The number of resources a person had were favourably connected with their psychological availability, while involvement in extracurricular activities had a negative correlation with their psychological availability.

Meaningfulness was discovered to be the psychological factor that has the greatest bearing on how engaged people are at work.

Maslach et al. (2001) established a link between better work-life balance and an increase in workplace engagement. A sustainable task that challenges the person without having a negative effect on their mental health or physical well-being facilitates engagement. In order to increase engagement levels, goal-setting theory (Locke 1968) can be applied to the attainment of realistic workloads. Personal engagement will be facilitated by feelings of control and choice, appropriate recognition and appreciation, the existence of an atmosphere that encourages fairness and integrity, and meaningful and valued work. Maslach et al's (2001) assertion that significant and valued work is related to engagement was supported by May et al's (2004) studies on the topic. As a result, an understanding of meaning is crucial to take into account while analysing the involvement generation process.

According to Holbeche and Springett (2003), each employee's perspective of "meaning" influences their level of engagement and, eventually, their level of performance. According to Holbeche and Springett's (2003) theory, people actively want to clarify the purpose of their work. Organisations must provide the environment for this clarification to occur, otherwise the employee may actively disengage and be more likely to leave the company. High levels of staff, according to Holbeche & Springett (2003).

Importance of Employee Engagement

Given that alienation or disengagement lies at the heart of the issue of employees' lack of dedication and drive, engagement is crucial for managers to nurture (Aktouf). Apathy and disconnection from one's work are frequently linked to meaningless work (Thomas and Velthouse). People are believed to be distant from their true selves in such circumstances (Seeman, 1972). Other studies linking engagement to other factors, such as employee turnover, customer loyalty, safety, and productivity and profitability standards, have used a different measure of participation (involvement and excitement) (Harter, Schnidt & Hayes, 2002). The ability of an organisation to achieve outstanding productivity and excellent business results is highly correlated with its ability to manage employee engagement.

Some of the advantages of Engaged employees are-

Employees that are engaged are more likely to stick with the company, promote it and its offerings, and help the bottom line. Typically, they are more motivated and will perform better. Profitability and employee engagement are strongly correlated. They develop an emotional bond with the business. This affects how they treat the company's customers, which raises satisfaction with clients and service standards. It increases zeal, dedication, and agreement with the organization's aims and objectives. builds up employees' faith in the company. makes people feel an overwhelming feeling of devotion in a hostile atmosphere.

Creates a productive workplace with lots of energy

increases business growth and develops staff members into efficient brand representatives for the business. A worker who is highly engaged continually goes above and beyond. Employees have frequently been questioned in workplace study on how engaged they are (Harter, Schmidt & Hayes, 2002) "whether they have a chance to do what they do best every day." While only one in five workers firmly concur with this statement. The performance of the work units with better perception scores is much higher.

As a result, every organisation that wants to keep its valuable personnel must prioritise employee engagement. It has been demonstrated by the Watson Wyatt consulting firms that there is an inherent connection between employee engagement, client loyalty, and profitability. There is an increasing requirement to connect and interact with employees as organisations go worldwide and become more reliant on technological advances in virtual workplaces to give them an organisational "identity."

How to measure Employee Engagement?

Gallup research repeatedly shows that more involved workplaces are far more likely to have reduced staff turnover, above average client retention, above average productivity, and above average earnings compared to those that are least engaged. These are all positive outcomes that demonstrate how involving and involving employees is good for

business and increases shareholder value. Negative working relationships may have a significant role in the low level of engagement among many employees.

Step I: Listen
The employer must pay attention to what they have to say and keep in mind that this is a never-ending process. Employee-supplied information will give direction. The only way for people to pinpoint their particular issues is in this way. Workers respond by getting more engaged when leaders listen to them. Employee retention and productivity both rise as a result. Employees who are engaged are considerably more inclined to be content in their jobs, stick with the organization, get promoted, and aim for greater standards of performance.

Step II: Measure current level of employee engagement
To track how employee engagement contributes to the performance of the company, measurements must be taken often.
Employee disengagement, however, can arise from gauging engagement (via survey responses) without making a plan for how to deal with the results. Therefore, simply feeling the pulse is not enough; an action plan is also necessary.

Knowing the Degree in which Employees Are Engaged?
Employee involvement levels are assessed through employee satisfaction surveys. We can determine the amount of employee involvement through a well-conducted satisfaction survey. Employee questionnaires that may be customized can provide you a place to start in your efforts to maximize employee engagement. Focusing on employee feedback is essential for conducting effective employee satisfaction surveys. Employee engagement should not be thought of as a one-time event. Employee engagement ought to be continuously measured, analyzed, defined, and put into practice.

In the struggle for employees' hearts and minds, the worker's survey is the go-to diagnostic tool. In surveys conducted by consulting firms Gallup, Mercer, Hewitt, and Watson Wyatt, employees were asked a variety of questions about their happiness with their jobs. Gallup, one of the oldest consulting firms, develops a system of input for companies that would help them find and measure the aspects of employee engagement that have the greatest financial impact. Customers' loyalty, sales, growth, and productivity are all accessed. After thousands of employee interviews and hundreds of focus groups with workers from various industries.

The following are some of the conversations that result from Gallup's questions:
Know what is required of me at work – Employees should be fully aware of their responsibilities. Employees who are frustrated by unclear expectations may look for other possibilities where they are clear about what is expected of them and where their efforts are valued and acknowledged. Materials and equipment: In order for employees to accomplish their duties to the best of their abilities and support their skills, experience, and talents, they require the appropriate tools and equipment.

Managers should spend the most of their spare time with their best employees. Many supervisors focus the most of their attention on workers who are lagging behind. Talented, efficient workers desire attention and time from their supervisors and will depart your business if they have a strained relationship (or none at all) with them. coworkers dedicated to excellence. -The fact that employees only mentally dedicate themselves to teams if they believe their teammates will support their exceptional level of dedication and performance is often overlooked by organizations when assembling teams. Talented workers have high expectations and rely on others around them to encourage their development towards excellence.

The Gallup study has so contributed to the 4 Ps of marketing—product, price, place, promotion, and now people—by adding a fifth "P" to the list. Gallup combines engaged customers with engaged staff to create the idea of human sigma. Customer involvement, loyalty, and emotional attachment are a few of these. Creating a culture of interaction and customer attention, customer engagement scores, and customer engagement hierarchy. The Gallup Organization made the decision to launch a multi-year research study to attempt and identify a great workplace. A great work environment was one in which workers were happy with their jobs, and this helped to achieve successful business outcomes.

The service-profit chain, per Watson Wyatt's analysis, creates a connection between profitability, customer loyalty, employee satisfaction, and productivity. The following are the connections in the chain of events (which should be viewed as propositions):

The main driver of profit and growth is client loyalty. client happiness has a direct impact on client loyalty. The services offered to clients have a significant impact on their level of satisfaction. Employees who are content, devoted, and productive add value. High quality assistance services and policies which allow workers to deliver results to consumers are what ultimately contribute most to employee satisfaction. Few organizations have meaningfully connected the ties between each other in their services, despite the fact that many are starting to do so, in order to develop comprehensive plans for enhancing employee engagement and attaining long-term competitive advantage. In a survey of its seven phone customer service centers, MCI discovered a strong correlation between staff engagement and opinions regarding the quality of services.

Step III: - Identify the problem areas
Identify the problem areas to see which are the exact areas, which need extra care.

Step IV: - Taking action to improve employee engagement by acting upon the problem areas

Nothing demoralises workers more than being asked for their opinion while their problems remain unresolved. The staff will understand how much their opinion is valued if even the slightest steps are taken to resolve issues. A sense of worth will improve

motivation, drive, and inspire future contributions. The first step in taking action is to pay attention to employee feedback, and the last step is to have a firm action plan in place.

THE 10 C'S OF EMPLOYEE ENGAGEMENT-

How can leaders inspire the minds, hearts, and hands of their workforce? Numerous options for action are presented in the literature; we have enumerated these as the ten c's of employee participation, which are thought to be necessary for employee engagement.

1. **CONNECT:**
   Leaders must convey their value to their workforce. How workers feel about their connection with their manager is directly reflected in their level of employee engagement. When an organization and its leader say that their "most valuable asset is our employees," the employees examine whether they actually live up to such claims.

2. **CAREER:**
   A leader should offer opportunity for hard, fulfilling work that will develop their careers. Most people desire to try new things at work. A good leader will challenge the team while also instilling confidence in their ability to succeed.

3. **CLARITY:**
   A leader needs to express their vision clearly. People desire to comprehend the direction that senior leadership is taking the company in as well as the objectives that managers or division heads have for their teams, units, or divisions. How specific people are about their objectives and what they truly want to accomplish determines success for individuals and organizations to a large extent.

4. **CONVEY:**
   Leaders make clear what is expected of them and give their team members feedback on how they are doing inside the company. Effective leaders build systems and procedures that aid in goal achievement and help people master difficult tasks.

5. **CONGRATULATE:**
   Employees consistently report receiving rapid feedback when their work performance falls short of expectations, according to a survey. These same workers also claim that it is considerably less typical to receive compliments and recognition for excellent work. Outstanding leaders frequently acknowledge others; they also coach and communicate.

6. **CONTRIBUTE:**
   People want to feel as though their opinions are valued as well as that they are meaningfully influencing the success of the organization. In conclusion, effective leaders enable followers to recognize and value their role in the growth and success of the company.

7. **CONTROL:**
Employees like having some control over the direction and pace of their work, and leaders can provide them with opportunities to do so. Stress is frequently reduced by a sense of "being in on thing" and by having chances to participate in decision-making. These experiences help foster trust and a culture where people desire to take responsibility for problems and their solutions.

8. **COLLABORATE:**
According to studies, individuals and teams that work in groups and have the support and collaboration of their teammates perform better than those who don't. Great leaders establish teams and cultivate an atmosphere that encourages cooperation and trust. According to surveys, employee engagement is strongly predicted by colleagues' caring for you. As a result, motivating people to work together on organizational, departmental, and collective objectives while keeping out those who are only interested in themselves, is a constant struggle for leaders.

9. **CREDIBILITY:**
The reputation of a corporation should be upheld, and leaders should act with integrity. People need to be able to take pride in their work, their accomplishments, and their organizations.

10. **CONFIDENCE:**
Good leaders set an example for the organisation in terms of high moral and performance standards. Leaders should make a conscious effort to gauge the level of involvement in their team. Find out why there isn't complete involvement, work to address those issues, and put in place behavioural tactics that will promote full participation.

According to West Bokaro Division Employee Engagement are as:-

1. Total Quality Management (TQM).
2. Small Group Activities (SGA).
3. Daily Management (DM).
4. Policy Management (PM).
5. Quality Circle (QC).
6. Theory of Constraints. (TOC).

Definition of TQM

TQM is Total Quality Management.

It is defined as: -

> ➤ A set of systematic activities.
> ➤ Carried out by the entire organization.
> ➤ To effectively and efficiently achieve company objectives.

So as to provide products and services with a level of quality that satisfies customers at the appropriate time and price.

What is "TOTAL QUALITY MANAGEMENT?"

CUSTOMER

FOCUS

LEADERSHIP

AND

COMMUNICATION

CONTINUOUS

IMPROVEMENT

TOTAL EMPLOYEE

PARTICIPATION

TQM – A System Approach

Objective

Effectiveness (fitness for objectives)

Input

Output

SYSTEM

Efficiency= output/input
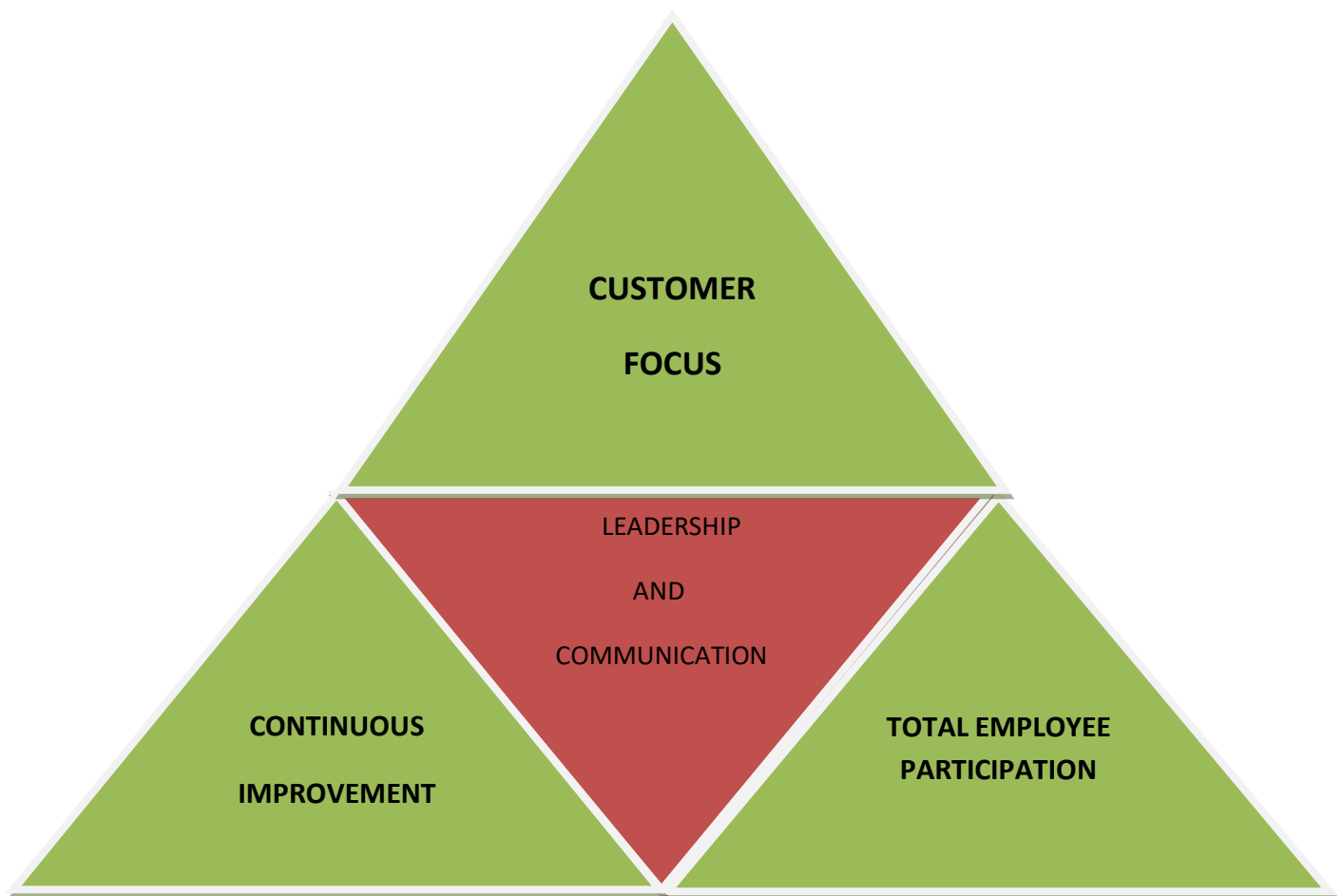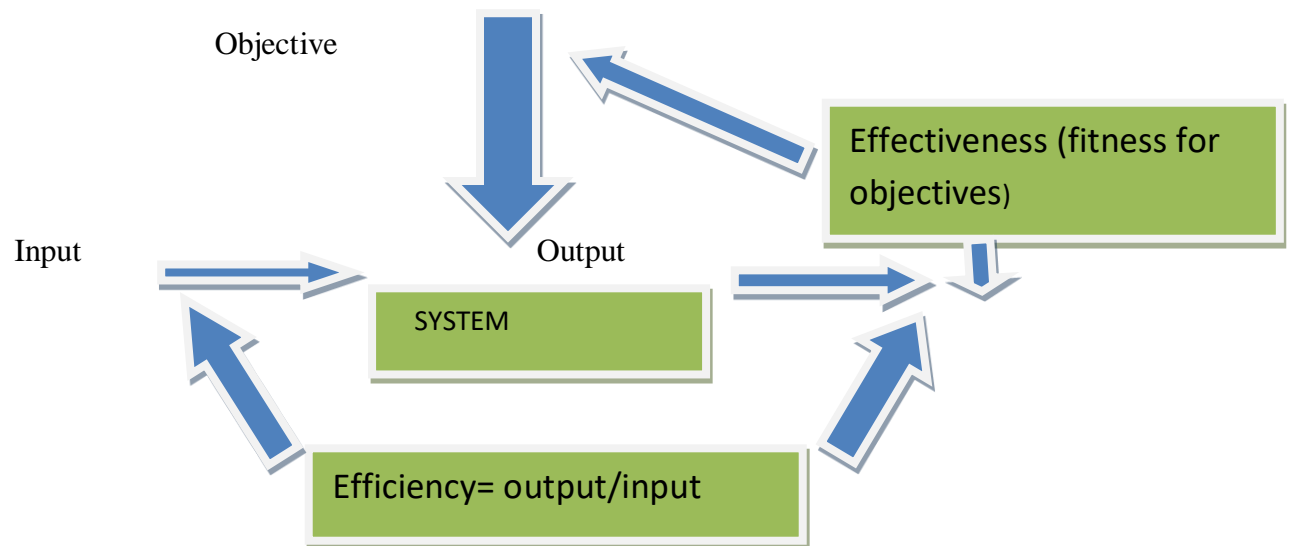
In TQM three levels of quality as competitive advantage.

1st **LEVEL** is: - conformance to customer's basic requirements

Customer's basic requirements
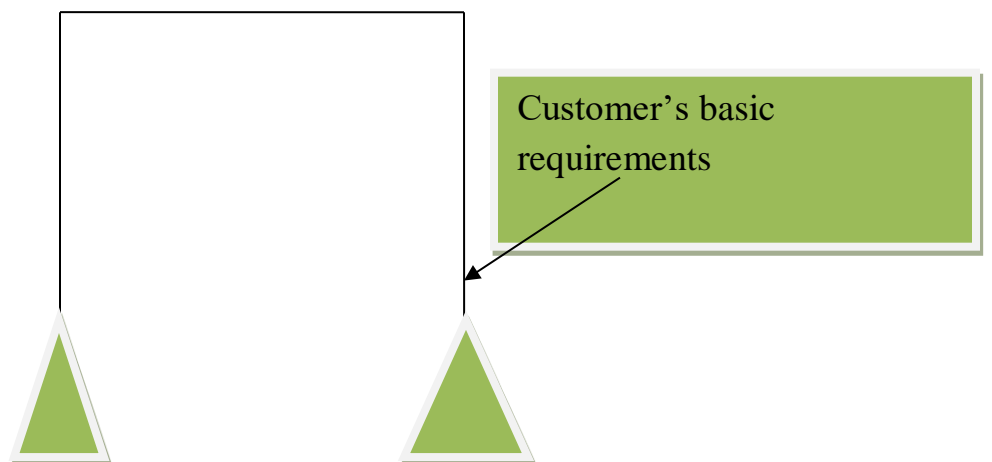
Quality control – 1950's

2ⁿᵈ LEVEL is: - customer satisfaction with customer's expressed requirements.

Customer's expressed requirements

Quality management: - 1970's
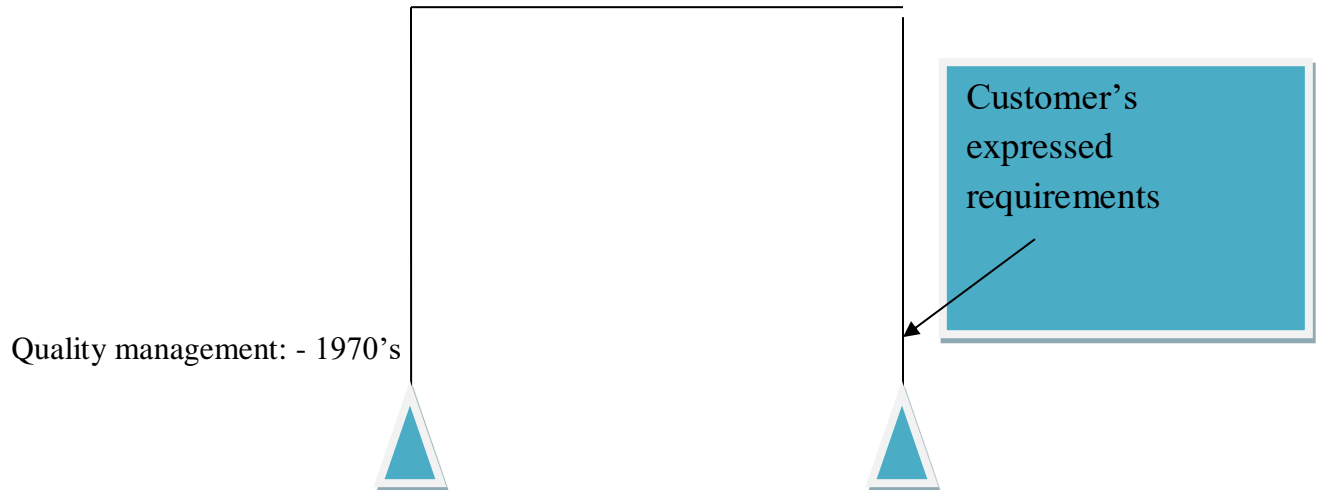
3ʳᵈ LEVEL is: - customer delight with unexpected new quality achieved by meeting customer's latent requirements

Customer's latent requirements
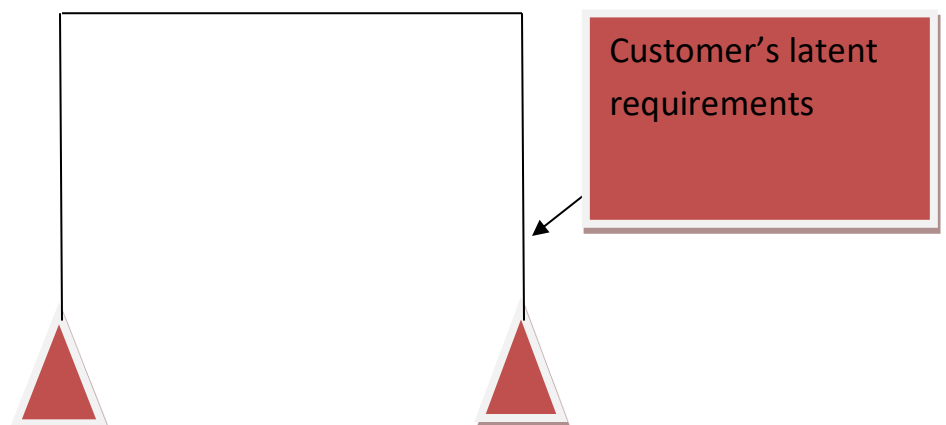
Attractive quality creation today and tomorrow.

"Small Group Activities"

Team work: all employees participate in activities to achieve the goals of the organization.

- A place for members to learn
- A place for self-actualization.
- A place for communication.
- A place for problem-solving at work.

SGA team composition:

- ➢ 3 to 8 people.
- ➢ 1 leader, 1 facilitator, and additional members.
- ➢ Any level of facilitator is acceptable (officer or non-officer).
- ➢ Only non-officers should serve as leaders and members.
- ➢ A person should only be a member or leaser of one team.
- ➢ The facilitator may join more rather than one SGA team if necessary.

"DAILY MANAGEMENT"

All the tasks that must be completed to successfully complete the business objectives that each department is accountable for are referred to as daily management.

"DAILY MANAGEMENT" includes:

- ➢ Hourly job.
- ➢ Daily job.
- ➢ Weekly job.
- ➢ Monthly job.
- ➢ Seasonal job.
- ➢ Yearly job.

Management for routine jobs at all levels-

- ➢ Front-line operational jobs.
- ➢ Jobs for supervisors.
- ➢ Section managers.
- ➢ Department to top managers.

DAILY MANAGEMENT is about.

What include.

- ➢ Management of regular/ routine/ transactional activities.

Why include.

- ➢ Maintain current levels of performance.
- ➢ Gradual improvement.

How include.

- ➢ Stable and predictable operations.

Basic steps of DAILY MANAGEMENT.

- ➢ Identify your responsibilities, goals, and the corresponding key performance indicators.
- ➢ Create operating procedures that are standard.
- ➢ Check the KPIs versus the goal or strategy.
- ➢ Recognize and record deviations from the target along with their causes.
- ➢ On anomalies (corrective actions), rotate the PDCA process.
- ➢ Standard operating procedures should be updated.
- ➢ Deployment of the knowledge horizontally.

DAILY MANAGEMENT EFFECTS-

1. Clarity in responsibilities and goals all the way down to the shop floor.

2. Empowerment: lower-level decision-making.

3. A stronger internal customer emphasis.

4. Knowledge of process stability and maintenance.

5. Enhance teamwork, participation, and passion of a sizable workforce in development efforts.

"POLICY MANAGEMENT"

"Activities that are carried out, in collaboration with the entire organization, to establish and effectively realize mid- and long-term company goals and short-term company goals based on basic management policies."

Principles of POLICY MANAGEMENT-

PDCA

Plan, Do, Check, Act

PLAN

> ➢ Set up objective/target

Do

> ➢ Implement process.

Check

> ➢ Check whether target achieved or not.

Act

> ➢ Conduct immediate remedy
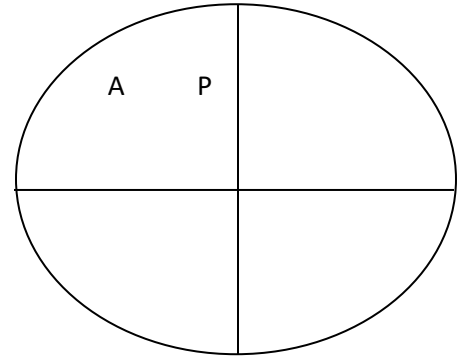
What is a POLICY?

In general, a policy includes: - The direction in which a company is moving, the aim (goal, level) that will be realized in the future, the tactics for achieving it, and the delivery.

A policy only applies to long-term issues, not day-to-day operations.

POLICY MANAGEMENT PROCESS.

PDCA

PLAN: Policy setting

        Policy deployment.

DO: policy implementation.

CHECK: evaluation of implementation

ACT: act and feed forward the learning to next cycle.

QUALITY CIRCLE-

A quality circle is-

> ➢ A small group of people
> ➢ From the same workplace
> ➢ Who perform quality control activities.
> ➢ On their own initiative.

As an essential component of company-wide quality management operations, each member of the quality circle engages in self-development while continuously managing and improving their workplace utilizing QC tools.

How Quality Circles Work?

1. Meet in company time + own time.
2. Fix a name.
3. Elect their leader.
4. Supervisors facilitate or participate.
5. Encouraged by management.
6. Use QC story methodology and tools.
7. Submit reports and make presentations.

MANAGERS' ROLE.

a. Train
b. Encourage
c. Recognize.

What is 5's?

- Seiri   – Sorting
- Seition   – Systematizing.
- Seiso   – Shining.
- Skiketsu   – Standardizing.
- Shitsuke   – Self- Discipline.

1) **Sorting – Organization**: Clearly separate the necessary from the unneeded. Remove anything extraneous.
2) **Systematizing- Orderliness**: Store necessary goods in a designated location for simple access when needed.
3) **Shining- Cleanliness**: Maintain a clean and shiny workplace.
4) **Standardizing- Standardize**: Establish guidelines for keeping everything orderly and in its proper place.
5) **Self-discipline- Self-Discipline:** Develop the habit of upholding established norms and protocols.

- ➢ "5s" is a methodical strategy that uses 5 easy stages to establish a positive work atmosphere.
- ➢ It establishes a strong basis for industrial excellence and ongoing progress.
- ➢ Every person can use it to their advantage at their place of employment, office, or home to improve.

Benefits of implementing 5s-

- ➢ The workplace is made cleaner and more organized.
- ➢ Operations on the shop floor and in the office become simpler and safer.
- ➢ Time wasted on pointless seeking is reduced.
- ➢ Wasted materials and consumables are kept to a minimum.
- ➢ Everyone can see the results, both insiders and outsiders.
- ➢ Improvement of the department's and company's reputation and morale.
- ➢ People gain self-control and a pleasant outlook.
- ➢ The quality of life both at work and at home is constantly improving.

THEORY OF CONSTRAINTS.

- ➢ TOC aids in maintaining concentration on the objective.
- ➢ It advises concentrating on the most fragile link.
- ➢ It is a method of thinking that aids with systemic thinking.
- ➢ It is a procedure for continuous system improvement.

A set of comprehensive procedures and guidelines are offered by the Theory of Constraints, which is based on a methodical approach that takes advantage of the inherent simplicity in complex systems. by concentrating on the limited number of logical and physical leverage points. in order to synchronize the components and make continuous and significant improvements in the system's performance.

When such a limitation is present in a system, Dr. Eliyahu Goldratt offers advice on what to do. This is recognized as-

"5 focusing steps of Theory of Constraints"

Step1: Identify the "constraint"

The resource or process on which demand is greater than the resource's or process's capacity is a system constraint.

The resource or process with the greatest gap (the weakest link) should be the first area of focus.

Step2: Exploit the "constraint"

This means that we must devise methods for maximizing production from the restriction unit using the current facility and without making any capital investments.

Step3: Subordinate the "constraint"

Make sure the bottleneck receives priority access to resources in the event of a failure.

Make that the bottleneck receives the necessary resources, such as electricity, raw materials, transportation for its output items, etc.

Step4: Elevate the "constraint

There is a need to increase the constraint (often through capital investment) if we have fully utilized the constraint but are still falling short of the goal.

RESEARCH AIMS AND OBJECTIVE OF THE STUDY

Research Aims

The main goal of the research is to identify factors that motivate workers to be passionate about their work, which motivates them to exert extra effort and perform their jobs to the best of their abilities. High levels of personal achievement as well as improved organisational financial success have been linked to the creation and exploitation of high employee engagement.

For Honda Cars India Ltd., the researcher wants to create an employee engagement strategy. The goals of this strategy are to help the business retain its most skilled employees while lowering staff turnover. However, after this group of work is finished, further effort and research will be needed.

Areas of Interest

 What is the level of engagement in the Honda Cars India Ltd.?

 Are line managers and supervisors engaged in their work?

 What categories of staff are most engaged?

Objectives of the Study

The corporate environment of today is changing quickly. Organisations have been compelled to look for superior options for organisational growth and excellence as a result of economic reforms and rising global competition. Cost, technology, distribution, and product feature are examples of traditional competitiveness factors that can be imitated. They might ensure that a company is a strong competitor, but they won't be sufficient to turn it into a victor. In the new economy, organisational traits like quickness, reactivity, agility, and innovation will be crucial for success. These will emerge from motivated workers. Employees that are passionate about and invested in what they do can have a significant role in determining how effectively an organisation operates.

The purpose of the study is to conduct a thorough investigation of how organisational culture and communication affect employee engagement in the automotive industry. In the last few years, India's automotive industry has seen enormous revolution. The automotive industries must put a strong emphasis on employee engagement to spur performance if they are to survive, expand, and excel.

<u>Objectives of the study can be enumerated as follows:</u>

1. To measure employee engagement in automobile sectors.
In the fiercely competitive auto sector, where workers must perform at the highest level to provide their organisations an advantage over rivals, this is considered as an urgent need.

2. To identify the role and impact of organizational culture in driving employee engagement.
Employees who are engaged are beneficial to the company. Employee engagement is thought to depend on the strength and facilitation of an effective organisational culture and its constituent parts.

3. To identify the role and impact of organizational communication in driving employee engagement.
Employee expectations and organisational goals are more closely aligned thanks to effective organisational communication. It aids in harnessing employee engagement levels and integrating them into the organisational structure. This will support organisations in developing distinctive and original strategies to raise employee engagement.

4. To understand whether employee engagement is different across the three types of banks.
There are cooperative, nationalised, and private actors in the Indian banking sector. Due to the existence of various organisational motivations, there are differences in the employee engagement levels between the three types of banks. This is covered by the study's scope.

5. To understand whether demographic profile of bank employees leads to differences in employee engagement.
Employee engagement levels are influenced by demographic factors such as age, gender, organisational tenure, etc. Finding these disparities would make it easier to apply more specialised methods to engage various bank employee groups.

6. To develop a holistic employee engagement model.
The purpose of the study is to develop and validate a detailed employee engagement model including its dimensions. The model put forward in the study looks into how organisational factors affect organisational behaviour and interaction and analyses how they affect employee engagement.

LIMITATION OF THE STUDY

We barely had 40 days to finish the project, and because of this, we were unable to do everything as we had hoped. We were also unable to review the other HR procedures at Tata Steel, West Bokaro due to time restrictions.

While performing this survey, the following drawbacks also plagued this study, which are described below:

- This study may be affected by the respondents' personal biases when responding to the questionnaires because of the short survey period and the need to limit the sample to 100 respondents.

Chapter – 3

RESEARCH METHODOLOGY

Research is the methodical study or research for any topic, subject, or field of inquiry, supported by the gathering, compiling, and presentation of pertinent information or data. In everyday speech, the term "research" refers to the pursuit of knowledge. It's a form of scientific inquiry. There are several traits of research methodology that are focused on finding a solution to a problem. It might make an effort to provide an answer or work out the relationship between multiple factors.

Research entails either acquiring fresh data from primary or first-hand sources or repurposing previously collected information. Research is founded on empirical data or observed experience. Therefore, the creation of the most effective method for obtaining the essential information is necessary for any study to be successful. Because of this, conducting successful research requires a clearly defined research technique, which in turn requires certain objectives.

RESEARCH OBJECTIVES

• To confirm, test, and broaden our understanding of the facts, theories, and related topics in order to better prepare us to respond to situations and occurrences.

• To accurately forecast future events using broad rules derived from study.

• To increase human knowledge of the environment and social life. Through their studies and findings on numerous types of observed occurrences, researchers and scientists have accumulated a plethora of such knowledge.

• To create novel hypotheses, ideas, or methods for the investigation of unidentified phenomena.

• To make public information that would never have become known through usual channels. For instance, market research might lead to the discovery of new uses for outdated products.

METHOD OF DATA COLLECTION-

Each qualified participant received the questions, which they were required to complete. The study assisted participants in completing out the questionnaire by explaining the

items to those who couldn't understand its consequences. The researchers personally greeted everyone who worked in the General Affairs department on the shop floor.

TYPES OF RESEARCH-

The basic types of research are as follows:

Descriptive Vs. Analytical: Different types of survey and fact-finding inquiries are a part of descriptive research. On the other hand, in analytical research, the researcher must employ facts or information that are already known and analyze them in order to provide a critical assessment of the subject matter.

Applied Vs. Fundamental: Research might be put to use or inspire action. Basic or only research is considered to be research. While fundamental research is primarily concerned with generalizations and the formation of the theory, applied research tries to provide a solution for a current problem facing society or a corporate organization.

Quantitative Vs. Qualitative: Quantification of the amount or quantity is the foundation of quantitative research. It is applied to phenomena that have a quantitative form. On the other side, qualitative research focuses on qualitative phenomena, or phenomena.

Conceptual Vs. Empirical: Conceptual research focuses on theories or ideas. Philosophers and other thinkers typically use it to create new concepts or reinterpret ones that already exist.

Some other types of researches: All other types of research are variants of any or all of the aforementioned methodologies, depending on the goal of the study, the amount of time needed to complete the research, the setting in which the research is conducted, or other similar criteria.

Methods of data collection-

There are mainly 2 types of methods of data collection.

1) **PRIMARY SOURCES**
   a) Observation.
   b) Interview.
   c) Questionnaire.
   d) Experimentation.
   e) Simulation.

2) **SECONDARY SOURCES**
   a) Internal sources
   b) External sources
      - Personal sources
      - Public sources

Primary sources of data collection: Primary sources are ones that the researcher has personally gathered, so they are firsthand or original. These are the initial data that was initially gathered. Such information makes it easier to conduct original research and make observations, producing worthwhile outcomes.

Observation: It entails obtaining information on a certain study project through either viewing, hearing, or both. One of the more affordable and efficient methods of data collection is this one.

Interviewing: It denotes direct communication between the investigator and the respondent. This technique can be used to access the most private information. It aids in deeply examining the issue, obtaining accurate solutions thereto, and gaining clarification for several responses that contain pertinent data.

Questionnaires and schedules: They entail gathering information by having respondents fill out questionnaires. A questionnaire is a specially designed set of inquiries for a survey or research project. Two types of questionnaires can be distinguished:

- **Structured questionnaire.**
- **Unstructured questionnaire.**

A schedule is a tabulated statement of details.

Experimentation: In order to assess their impact on a dependent variable, it entails the controlled research of independent variables. It is a fundamental component of the method of study that has long been well-liked in the physical sciences due to the potential of laboratory experiments.

Simulation: It refers to the production of a fake circumstance that is comparable to actual circumstances. In order to clarify or explain the underlying mechanism at play, it is described as the exercise of flexible replication of processes and results.

Secondary sources of data collection:

Secondary sources are those that are typically gathered by someone other than academics for purposes unrelated to the study project at hand.

Internal sources: This represents information that is currently held by a business or a research center. A corporation frequently gathers such information for its own usage, guidance, etc.

External sources: Typically, this consists of facts and figures that people have gathered themselves. For his personal benefit, the person gathers facts about society, etc. A lot of people participate in these activities.

 It consists of:

• **Personal sources:** Information from personal sources, such as autobiographies, diaries, letters, and memories, is highly helpful in gaining a deeper understanding of a variety of topics. Additionally, it sheds light on several societal phenomena.

• **Public sources:** As their name implies, these frequently deal with subjects rather than specific people. Additionally, these are divided into published and unpublished records.

RESEARCH DESIGN-

The tools and procedures used for undertaking marketing research are determined by the design of the study plan. Due to the well specified nature of the problem, descriptive research was used in this study.

FACTORS AFFECTING RESEARCH DESIGN-

The following factors affect the design of research:

• The accessibility of scientific knowledge.

• The availability of enough data.

• Time availability.

• Appropriate exposure to the data's source.

• The availability of cash.

• The availability of labor.

• The research project's response to numerous internal and external circumstances.

• The researcher's technical background, aptitude, and knowledge.

SAMPLING PLAN-

Because it is impossible to analyze each item in the population, conclusions are reached about a vast number of items with a specific attribute based on an investigation of a small sample of these objects. It's known as a sample.

There are choices to be made regarding:

1. **Sampling unit:** (Who will be polled?) The managers, supervisors, and employees of the company make form the unit that collects samples for this project. Primary data was gathered from individuals who frequently utilize energy meters.

2. **Sample size:** It includes the total amount of sampling units drawn from the population to conduct the survey (how many should be polled). The number of samples must be ideal or sufficient. 100 clients were included in the sample size.

3. **Sample Procedure:** The sampling procedure consists of:

Probability or random sampling: It is one in which there is an equal chance for every single unit of people to be chosen for the sample.

Non-probability or non-random sampling: They are not amenable to statistical treatment or analysis since it is impossible to determine the likelihood of incorporating a basic unit of a population in the sample.

Type of research used in the study-

We employed analytical research methodologies for this investigation. This study is carried out through the use of a survey and the comparison of existing data.

Method of data collection used in the study-

The major source of data, a questionnaire, is used to gather information about the services that outlets are now offering. A questionnaire that satisfies the project title's requirements for conducting a survey will be produced and employed, and a sample of the Faridabad population will be chosen using a simple random approach. Personal interviews will be used to conduct the survey.

CHAPTER – 4
REVIEW OF LITERATURE

Understanding Whatever Drives Employee Engagement, Gebaue J (April 2003). Their study placed a lot of emphasis on measuring respondents' job engagement. A startlingly low percentage, less than one in five of their whole response group, are highly engaged and voluntarily give that additional effort on a regular basis. A regular survey was sent to about 86,000 employees through the Web and translated into their native tongues. These respondents were full-time employees of mid- to large-sized businesses spread throughout 16 nations and four continents. The sample included eight European nations (the UK, France, Germany, Netherlands, Italy, Spain, Belgium, and Ireland), four Asian nations (China, Korea, Japan, and India), the United States, Canada, Mexico, and Brazil.

The urge to solve problems with people management through financial means has always been a challenge for organisations. Even still, the enthusiasm for invention rather than the potential benefits was what compelled so many dot-com workers to labour through the evening and bring beds into offices. Employee commitment, however, is neither limitless nor self-renewing. The danger for the employer comes from the other side of the coin, which is declining cooperation and involvement. Today, the scenario is radically different, and few businesses have the financial resources to address worker concerns with money, even if they want to.

Therefore, it is a helpful reminder and just takes up a modest amount of extra effort. A combination of tangible and intangible factors that together foster a climate of stimulation, input, recognition (both monetary and non-monetary), development, learning, and support (from everyday management and senior leadership) are what employees seek—indeed, what we all look for in our work experience. Their research confirms the significance of these components and explains the reasons why they function.

A. Ferguson, 2005 If so, how did it relate to efficiency, other concepts, and individual differences? Does employee engagement even exist? 'Employee engagement' (EE) is a term that is quickly becoming used, valued, and popular in the workplace.

A growing number of research and consulting organisations, led by the well-known Gallup Organisation, are concentrating their efforts on employee engagement surveys that seek to raise engagement levels. This was due to reports of high correlations between some ideas of employee engagement, performance, and business outcomes in corporate results. As researchers try to keep up with engagement's surge in popularity in the corporate sector, it is also being studied more and more in the business and psychology literature. The literature is very unclear about what precisely engagement means as a concept and how to define and quantify it, despite the fact that the topic is receiving a lot of attention and relevance.

Confirmation of the construct is necessary given the term's increasingly widespread use in business and psychology literature as well as in EE management practices. Future study should take EE into account as a separate construct if it is a valid theory. If it isn't, then it should be prohibited from weakening well-established and thoroughly researched theoretical notions, particularly ones like dedication and job fulfilment. Potential uses of this research in HRM include role definition, support, and flexibility. For instance, more organizations are turning to outsourcing and virtual teams as strategic business practices. How does EE fit into these procedures if it is so crucial to businesses? Future research is necessary and warranted if EE is so beneficial to businesses and has such a significant impact on performance and profitability.

Retention on a razor edge: the significance of employee engagement in talent management, Stairs, Galpin, and Page (2006). It was claimed that financial rewards played a significant role in employee motivation and engagement. According to the engagement literature and our own experience with applied research and practise in the fields of occupational and interpersonal psychology, organisations should concentrate on working in the following areas to achieve the maximum levels of engagement. Organisations, and HR departments in particular, have a crucial role to play to bring the

greatest performance out of workers, which is a significant driver of success in the current economy.

Above a certain, measurable level, monetary and physical benefits lose the capacity to satisfy, and organisations must develop and adopt more comprehensive strategies to tap into the cerebral and emotional assets of their workforce and meet the rising demands made by employees for personal fulfilment and meaning. Developing the next generation of "work happy" employees—people who are truly challenged, devoted, and engaged—is something that companies should strive for and concentrate on if they want to continue to be successful.

When combined with methods and tools developed by the field of positive psychology, an organised employee engagement plan holds out hope for realising the "human" advantage. This might be the Holy Grail for many firms, turning the talent management problem from a precarious position to one that is more secure. Organisations might offer alternate possibilities, such as professional breaks, secondments, charitable initiatives, and volunteer/charity sector assignments, to assist employees find meaning in their work.

As of April 10, 2006, Tom Durgin The Most Recent Research and Practical Results on Engaging and Retaining Talent. Despite being a clear first step, it was argued that attracting and hiring elite people is insufficient. An organisation must ensure that its talent is fully utilised and that it is not stolen by other organisations. Work was compartmentalised, much of it was done domestically and for domestic markets, and workers were sourced locally, primarily manually through techniques like newspaper adverts. Recognise that new forces are at play: For the foreseeable future, the days of a plentiful, trained labour are past.

Recruitment efforts will be costly and ineffective if there is a talent deficit and the recruitment strategy is not coordinated. Finally, to maximise engagement and message retention, it is important to know what successful new hires, top performers who have already joined the team, and future talent expect from success. An organization's recruitment efforts will be far more successful and lead to greater rates of engagement

and retention in the long run if it is aware of what excellent talent needs and expects. Based on a survey of 16 people conducted by a health organisation, Barton offers a graphic representation. A high turnover rate will prevent this appreciation since "talent is the only thing (in an organisation) that can actually appreciate over time." Stringer proposes expanding the index to take into account essential talent below the GM level.

Leveraging Employee Engagement for Competitive Advantage: HR's Strategic Role, Nancy R. Lockwood, 2007. According to research, the most significant factor influencing employee engagement is the relationship between a worker's position and organisational strategy, particularly their awareness of how crucial their position is to the company's success. The review of academic and popular talent management literature served as the foundation for this article. Communicate the organization's aims and objectives in a clear and consistent manner. Create procedures and regulations that encourage an environment at work that encourages employee involvement. Align organisational objectives with daily tasks Keep lines of communication open between senior management, managers, and employees. Managers should be rewarded for actions that increase employee engagement. Pay close attention to the needs and wants of the workforce. Give employees opportunity and challenges to use their individual talents. Hold managers responsible for upholding company principles, team member development, and outcomes. Make certain that workers are aware of their contributions. Thank staff members sincerely for their contributions. Engagement surveys are a popular main measuring technique used by many businesses to assess how well talent is being managed. These polls are frequently taken into account for much more than just employee satisfaction. Instead, additional factors including intent to stay, employee trust, and organisational commitment are also covered by engagement surveys.

By posing pertinent questions about employee engagement, HR can gather data to better assess employee motivation, trust/distrust, and overall company spirit. It can also help reduce the risk of potential key skill losses related to issues with rewards, recognition, and career development. Finally, HR can measure management effectiveness and assess the efficacy of HR strategies and systems, such as performance management. systems for both genders' performance management and career growth. Encourage

participation in activities outside of work. According to research, employees who are connected to the organisational strategy and goals,

High levels of engagement are fostered by cultures that value learning and development and recognise hard effort. Without a climate that encourages employee engagement, turnover will rise and productivity will drop, which will result in low customer loyalty and diminished stakeholder value. Ultimately, HR must promote positive, effective people management together with workplace policies and practises that place a priority on employee well-being, health, and work/life balance because the cost of low employee engagement will be damaging to organisational success.

Jay A. Conger and Douglas A. Ready (2007) Make your business a factory for talent. It was/were written by. While organisations may have talent management procedures in place, it's possible that these procedures have become out of step with what the organisation needs to grow or enter new markets. In 2005, a poll of human resources executives from 40 firms around the world found that almost all of them reported having a dearth of high-potential candidates for strategic management positions. Our research demonstrates that dedication, engagement, and accountability are three distinguishing factors that result in a company's talent management systems being successful.. More than half of the experts who participated in our study found it difficult to keep top leaders' focus on talent concerns. Senior line executives may vehemently declare that attracting and retaining top talent is a top priority—but fail to follow through on their remarks. While others were preoccupied with competing responsibilities, some managers continued to assume that they could discover talented individuals by paying a premium or by utilising the best executive recruiters.

Many organisations, many of which used to consider growth almost as an employee benefit, have found that the difficulty of filling important jobs has, in a sense, sneaked up on them. A sort of perfect storm has developed today as a result of demographic changes, including the coming retirement of the baby boomer generation, shifting business conditions, and tremendous growth in previously untapped areas like China. Leadership development has evolved into a much more strategic process, and poor management practises and executive neglect now have a real financial impact.

They have been present at numerous executive committee meetings when businesses were forced to turn down new business worth hundreds of millions of dollars because they lacked the talent to carry out their expansion goals. A kind of perfect storm has developed as a result of shifting business conditions and demographic changes, particularly the approaching retirement of baby boomers.

Ms. Jyotsna Bhatnagar, (2007) Managing abilities to engage talent and establish pipelines. This study intends to investigate talent management, employee engagement, and talent pipeline development as talent management becomes a topic of significant importance in the literature. Using interviews and shared archival data from the organisation, a case study of best practises in talent pipeline development is carried out. The case's results focused on conversation and engagement initiatives for employees. The need of creating talent pools and identifying talent through talent matrices is emphasised. A fundamental HR architecture is highlighted. Another finding of the case is that global management diversity combined with rotating assignments in various markets develops the organization's future leaders. According to the results of the current study, a high degree of involvement may result in high retention and the development of future organisational leaders. Evelina Rog and Julia Christensen Hughes from 2008. Talent management is a tactic that hospitality organisations can use to increase employee engagement, retention, and recruitment. This article's goal was to define talent management, explain why it is crucial (especially in light of how it affects hiring, retaining, and engagement of employees), and identify some key concepts.

components that are essential to its successful execution. The review of academic and popular talent management literature served as the foundation for this article. A commitment to applying an integrated, strategic, and technology-enabled approach to human resource management (HRM) is known as talent management. This dedication is partly motivated by the commonly held conviction that an organization's main source of competitive advantage—and a crucial resource that is getting harder to find—is its human capital.

Improved staff recruitment and retention rates as well as increased employee engagement are advantages of a talent management plan that is implemented well. These

results have been linked to enhanced operational and financial performance in turn. There are various internal and external forces that influence and limit talent management. Understanding and support from upper management were very crucial. Establishing a clear definition of talent management is a good first step for hospitality organisations interested in implementing a talent management strategy. Establish talent evaluation, data management, and analysis systems, guarantee clear line management responsibility, secure the CEO's support, integrate talent management with the organization's strategic goals, conduct an audit of all HRM procedures in comparison to evidence-based best practises. Anyone looking to increase employee recruitment, retention, and engagement as well as their understanding of personnel management may find this article to be helpful.

Jyotsna Bhatnagar and Pallavi Srivastava (2008). Due diligence in hiring results in strong employee engagement: Motorola India MDB. Due diligence must be used in their talent acquisition strategy since talent management is a topic of significant importance. Organisations are implementing cutting-edge recruitment strategies to identify the right skill sets and competencies in order to meet the demands for talent with a certain skill set in a given time frame. This essay sought to examine some of these practises as well as the relationship between employee engagement levels and talent acquisition. With the use of a case study on Motorola India's mobile devices business, the research was conducted. A working climate where people feel more passionate about their work and display the behaviours that organisations require to produce better results was developed by reflecting recruiting and culture need fit. It was recommended that businesses work to develop efficient, doable, and all-encompassing talent strategies that can not only attract talent but also deal with employee engagement and the retention of crucial skills, hence increasing productivity and corporate performance. In order to keep the talent anchored to the organisation, it was important to exercise due diligence while determining the person-organization fit and creating an enabling work environment.

Prasanna Kumari B (2008). Employee Engagement's Effect on Employee Performance in a Company. The study concentrated on employee engagement and how strong organisations are made up of knowledgeable, motivated employees who have

access to the resources they require and are working together to achieve common objectives. A well-structured questionnaire that focused on the variables influencing employee engagement with relation to performance was developed and distributed to the workforce of various organisations. The importance of engagement to organisational performance may be shown in the fact that those employees who were most dedicated performed 20% better and were 87% less likely to leave the company. More over one in ten employees were entirely disengaged—actively opposed to something or someone in their organizations—while the majority of employees were neither highly devoted nor committed. When it comes to motivating employee effort, emotional engagement is four times more effective than rational engagement, according to an analysis of both types of engagement. Only a few organisations in the twin cities of Secunderabad and Hyderabad were included in the study's purview. As the focus of the study is on comprehending how employee engagement affects performance, Chi-square is used to test the hypothesis.Give engagement-driven business tasks top priority. Eliminate organisational obstacles between employeesFind the causes of disengagement and work to eliminate it entirely. Establish the link between corporate culture and financial performance. Create a culture of high involvement. leaders in the process of developing a contribution plan. Participate in organisational decision-making with your staff. Make sure all employees have equal access to opportunities. Any organization's ability to expand, thrive, and have a positive impact on the employee experience depends on having engaged employees who act as physical representations of the brand promise. This is especially true in the current economy, where it is difficult to recruit and keep talented, innovative, and experienced workers. (who, in turn, represent the company to important stakeholder groups as its advocates) might mean the difference between success and failure. It is abundantly clear that what employees seek in their jobs is a blend of material and immaterial components that foster a stimulating environment where their contributions are acknowledged and fairly recognised, where they have the opportunity to grow and participate, and where the organization's leadership supports their efforts. In actuality, emotional elements are far more significant than previously believed in influencing attitudes and behaviours. By Mark Phelps in 2008. When should we reevaluate employee engagement? Using a limited number of emotional-related questions, a "overall engagement index" was created

by asking employees to rate their level of dedication to their organisations and occupations as well as their feelings of loyalty and devotion. The organisation adopted this brief collection of questions as the standard definition of employee engagement. Few people have the ability to "think their way" into greater engagement. They held the opinion that every element of a programme to increase employee engagement should be created to invite and inspire all employees to contribute to the creation of a highly engaging work environment. The feelings of the associates varied. They had faith that the action planning process and engagement survey would be created to encourage colleagues to be more engaging with one another as well as with their bosses. Associates who work in an atmosphere that is extremely engaging display their enthusiasm and dedication, go above and beyond, and exhibit a genuine feeling of ownership over the success of their company.

In his article "Importance of Employee Engagement" from 2008, Roger James notes that achieving employee engagement seems to be a challenge for businesses operating in developing nations. Employers like engaged workers because they produce better business results. When employers follow through on their promises (when, via their actions, they meet employees' expectations), they increase employees' perceptions of fairness and organisational trust and create a productive psychological bond between the two parties. Look at our fact sheet on that subject. The excellent performance highlights the part that line managers play in fostering the environments in which workers may engage in "discretionary behaviour." Employees have a choice in how much engagement they want to provide their employer. Organisations are becoming more aware of the value of their "brand." Engaged staff members will aid in brand promotion and shield the employer from the dangers of subpar customer service or subpar goods. Similar to this, a strong employer brand will aid in luring and keeping workers. Every corporate environment needs engagement, but it becomes especially important during economic downturns when every sale is priceless and every dollar saved is truly earned.

An organisation has power because of an engaged staff. It must ascend the hill back to prosperity and do so more quickly than its rivals. programmes to increase employee engagement with the following advantages: More than 50% indicate increases in customer

satisfaction and staff retention, 33% report higher productivity, 28% report increases in employee advocacy, 27% report an improvement in the company's reputation as a "great place to work," 27% report higher profitability, and 25% report less absenteeism. There is no question that justice and its associated components can increase employee engagement, just as unfairness and similar factors can decrease employee engagement. Organisations may discover that in order to win the "war for talent," they must first win the battle for their employees' hearts as both the workforce and the workplace change. The roles of justice, trust, perception, and dangers, which are just a few pieces of a larger puzzle, can be clarified. In addition to addressing the connections between fairness and engagement and outlining the effects of perceived unfair treatment on engagement, this study explains these responsibilities.

Robyn (2008) Nicole Southard Service excellence and employee engagement. The study's findings shed light on how an environment with motivated personnel affects customer satisfaction. Understanding when work-unit engagement influences various levels of client satisfaction helps hospital management and the larger field of public administration set realistic organisational goals for client happiness. Engagement of employees is essential to public management. When employees are engaged, they have a positive commitment to the company, are willing to make adjustments, have faith in the company, believe in their own abilities, and want to see the company succeed. Engagement leads to increased customer focus, increased productivity, and decreased turnover. These advantages are especially valuable in the public and nonprofit sectors, since there are frequently fewer resources available to pay salaries than in the private sector. Even if higher paying positions are available to them in the private sector, engaged employees are more likely to stay with a company. The effectiveness of the usage and provision of public services, public faith in government, and the recruitment of suitable people into the public sector can all benefit from increased employee engagement. Given that these organisations are frequently run and supported by the public or third sector, the healthcare environment is a perfect venue to investigate this potential interaction. Many in the American government and public are currently paying close attention to the quality, affordability, and accessibility of healthcare. Are motivated employees better at doing their jobs technically? It would be fascinating to gather longitudinal data on specific employees over time to track changes in involvement and

extract more precise conclusions about how these individuals affect the hospital experiences of their patients. With the assistance of the surveying company, this might be resolved by include survey questions that inquire about employees' emotional experiences at work.

Understanding emotional labour fully from the standpoint of emotional fatigue can also benefit from a variable that takes employee duration and turnover into account. It could be possible to use a different survey method to ask nursing unit workers only about the emotional aspects of their work. This could be better suitable for in-depth interviews so that every employee could precisely describe their experiences. Information on their interactions with patients, patients' families, coworkers, and the institution may be included in this. If emotional labour is indeed a large and frequent component of employee engagement, researchers could code answers for different aspects of it.

To better identify and show how employee engagement impacts customers in healthcare and across the public sector, more research is required. The surveys' integrity of the data gathered and supplied by the survey vendors is one of its strengths. Additional survey questions might be useful for future research. To provide a fuller representation of interaction, more data is also required. Even if it was important to examine engagement at the unit level, it would be great to have employee data at the individual employee level of detail, especially if it were connected to a unique identification code that could monitor change over time and tenure. With the available data, one can only take into account the unit's environment, but with more information, a better analysis of why the unit culture is the way it is and what causes cultural changes on the unit might be made. Further study is required to advance our understanding of employee engagement and patient satisfaction because a great amount of crucial data is still being missed.

Nita Clarke and David MacLeod from 2009. Understanding employee engagement and how it may help organisations perform better is covered in the chapter "Engaging for Success: Increasing Performance Through Employee Engagement." The government invited the experts to offer suggestions on how to raise employee engagement levels throughout the whole economy. The data was unambiguous: in order to tackle the difficulties of future global competition and providing public services with

limited resources, involvement levels across the economy must be higher. They do not advocate for a top-down, intrusive government involvement to address this. According to them, increasing employee engagement calls for a shift in culture rather than new laws or regulations. More individuals must "get it" and "do it," respectively. Therefore, the main task that lay ahead was to increase the issue's visibility with decision-makers across all economic sectors. The business case for employee engagement needed to be better understood, and it was essential to make sure that the right advice and support were available. Government might and should make use of its special authority to call for discussions on issues of national import and to bring together all parties interested in finding solutions to their individual problems. In conclusion, researchers provide three general recommendations. More specialised support and assistance must be made available for businesses and organisations looking to grow engagement in order to fulfil demand. They recommend that by March 2010, a number of useful tools offered by both government and non-government sources, including web-based support (for instance, making use of businesslink.gov.uk), simple access to best practises and experience, as well as coaching and advice, should be in place. Accessible, well-articulated, and supplied in a way that satisfies the needs of potential users, especially those in the SME sector, are requirements for these new sources of help. Where government is providing this additional help, it must to be in accordance with Solutions for Business, the government's streamlined portfolio of business assistance.

Frank L. Schmidt and James K. Harter, 2009. The link between workplace engagement and organisational results. The performance and engagement levels of businesses and work units within the same organisation vary greatly. This study set out to investigate the actual connection between performance and employee engagement in 152 organisations. whether the association between employee engagement and performance is constant or generalizable across organisations. The conclusions' practical significance for executives and managers. They gathered 199 research studies from 152 different organisations, 44 different industries, and 26 different countries. They statistically determined the association between employee engagement and the performance outcomes provided by the organisations for each study's business/work unit level. They were able to examine a total of 32,394 business/work units with 955,905 people. The following nine outcomes were examined: patient safety events, absenteeism, shrinkage, profitability, productivity, customer loyalty/engagement, and quality (defects). Every one of the

58

nine performance outcomes that were looked at is connected to employee engagement. The connections were consistent across several organisations, which suggests that the results showed excellent generalizability. Employee engagement and composite performance have a true score correlation of.48. Business/work units with employee engagement scores in the top half had nearly double the chance of success as those with scores in the bottom half. The success rate for those in the 99th percentile is about five times higher than for those in the first percentile. Customer satisfaction scores, profitability, productivity, turnover (high-turnover organisations: 25%; low-turnover organisations: 49%); shrinkage: 27%; absenteeism: 37%; patient safety incidents: 41%; and quality (defects): 60% were the median differences between top-quartile and bottom-quartile units.At the business/work unit level, there is a significant and highly generalizable relationship between engagement and performance. Each of the nine major performance outcomes has a relationship with employee engagement. As a result, practitioners can use the Q12 measure in a variety of contexts with certainty that it captures crucial performance-related data..

CHAPTER – 5

DATA ANALYSIS & INTERPRETATIONS

Q1. Are you satisfied with the facilities provided by the organization?

(A) Highly satisfied	55%
(B) Satisfied	21%
(C) Dissatisfied	16%
(D) Highly Dissatisfied	8%

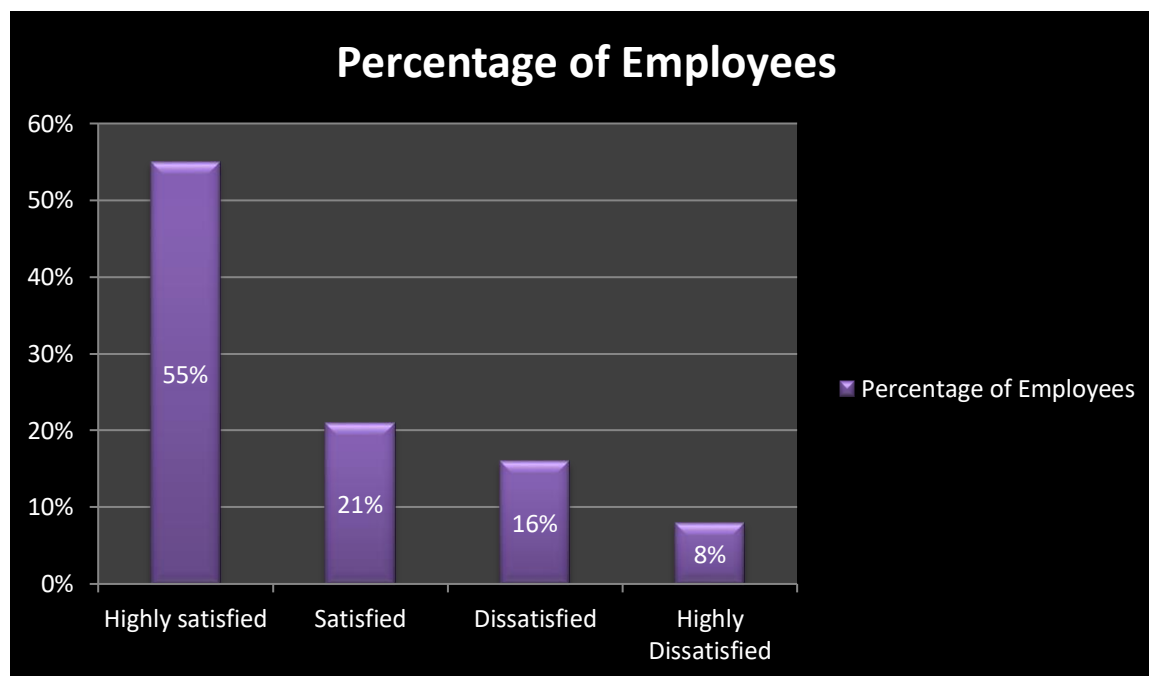**Table 1 Facilities provided by the organization**

Table 1 Facilities provided by the organization

INTERPRETATION:

The above table shows that 55% employees highly satisfied, 21% employees satisfied, 16% employees dissatisfied and 8% employees highly dissatisfied with the facilities provided by the organization.

Q2. **Are you satisfied with the recognition reward & method followed by organization?**

(A) Highly satisfied	41%
(B) Satisfied	24%
(C) Dissatisfied	31%
(D) Highly Dissatisfied	4%

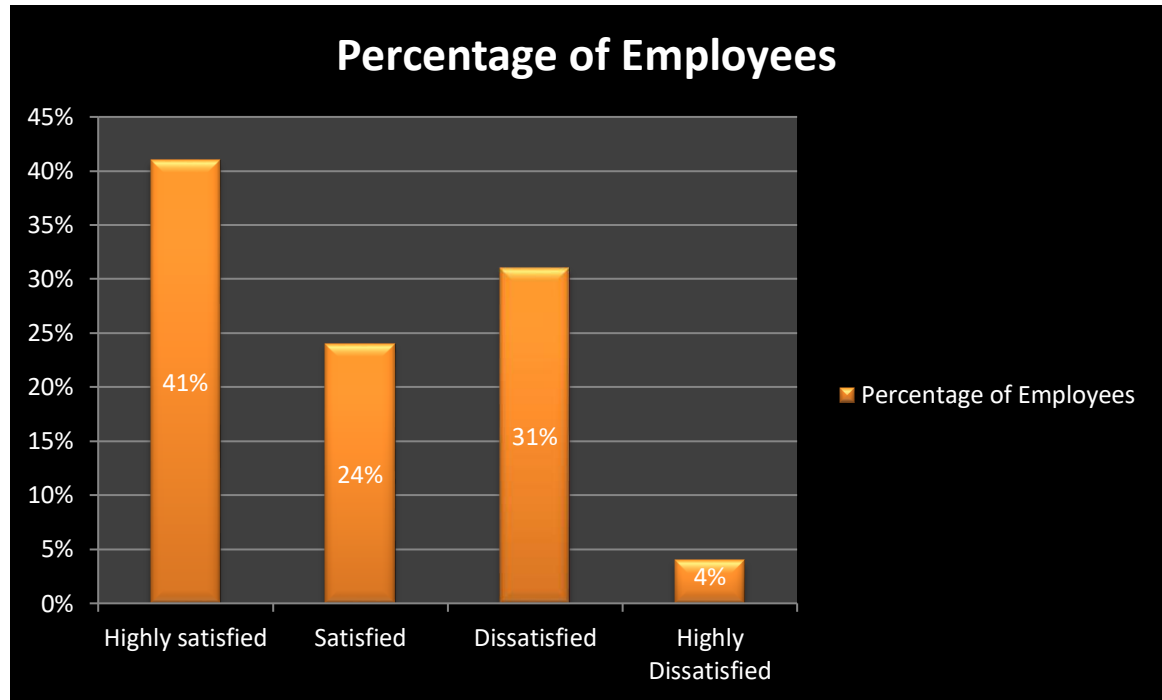**Table 2: Recognition reward & method followed by organization**

Figure 2: Recognition reward & method followed by organization

INTERPRETATION:
The above table shows that 41% employees highly satisfied, 24% employees satisfied, 31% employees dissatisfied and 4% employees highly dissatisfied with the recognition reward & method followed by organization?

Q3. Does your manager provide support or facilitate to enhance performance (Current role and responsibilities)?

(A) Highly satisfied	69%
(B) Satisfied	24%
(C) Dissatisfied	5%
(D) Highly Dissatisfied	2%

Table 3: Manager provides support or facilitates to enhance performance (Current role and responsibilities)
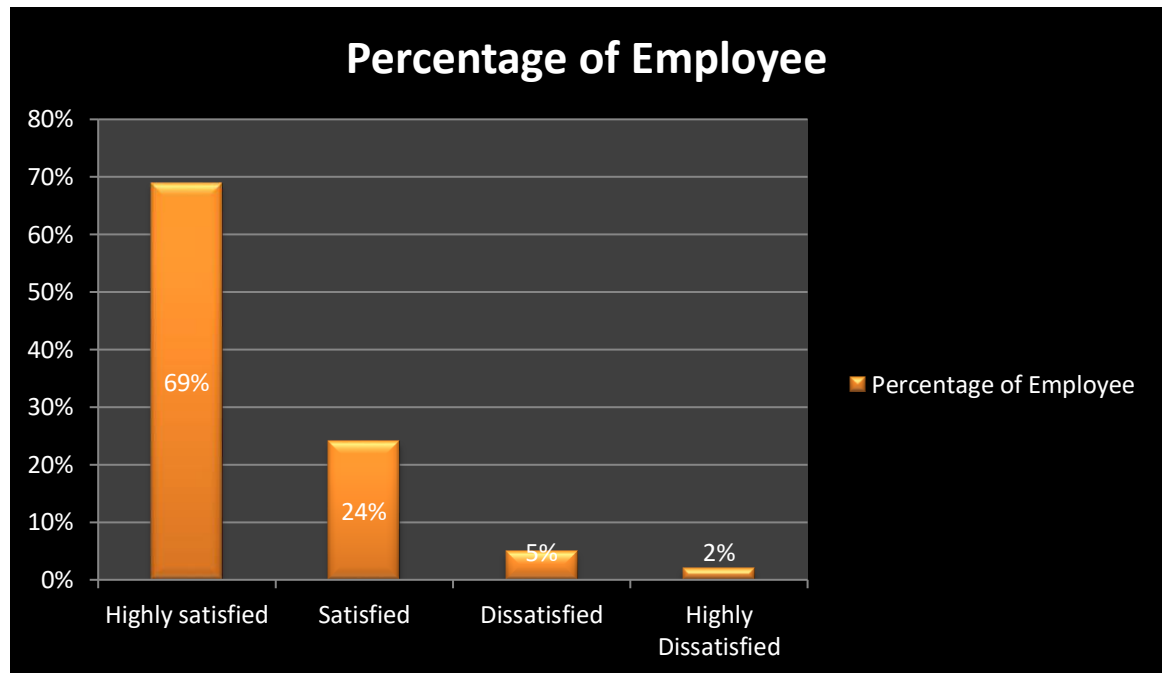

Figure 3: Manager provides support or facilitates to enhance performance (Current role and responsibilities)

INTERPRETATION:
The above table shows that 69% employees highly satisfied, 24% employees satisfied, 5% employees dissatisfied and 2% employees highly dissatisfied with the manager support or facilitates to enhance performance (Current role and responsibilities).

Q4.   Are your suggestions being considered by your superiors?

(A) Frequently	59%
(B) Rarely	28%
(C) Occasionally	13%

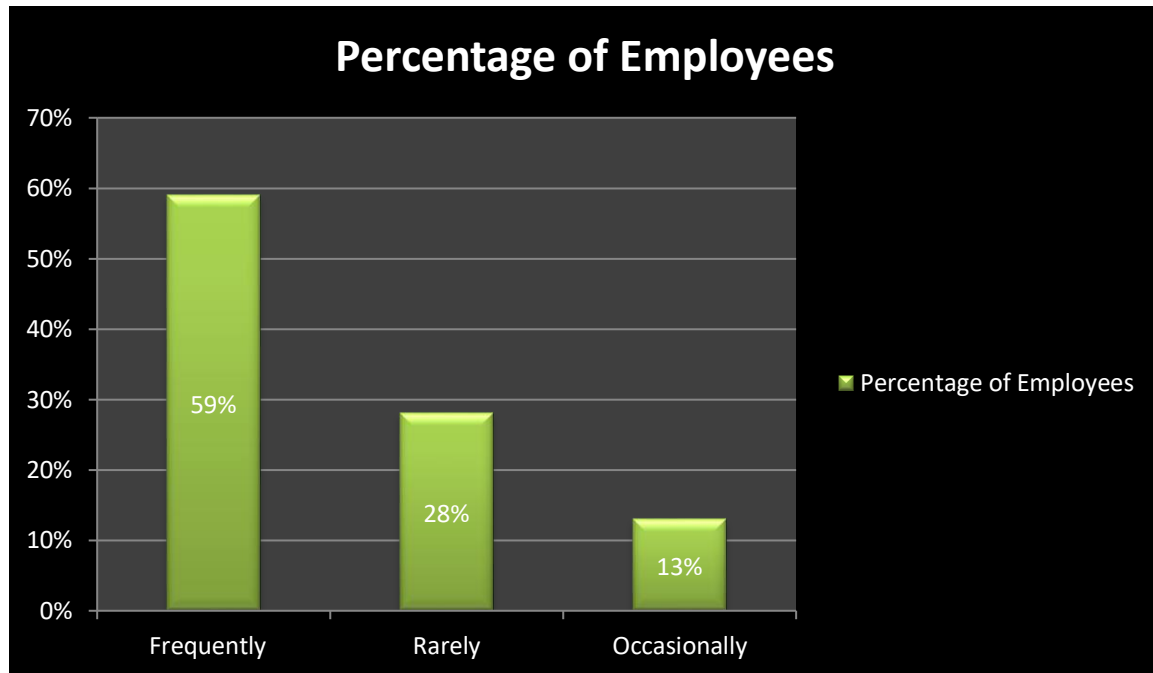**Table 4: Your suggestions being considered by your superiors.**

Figure 4: Your suggestions being considered by your superiors.

INTERPRETATION:
The above table shows that 59% employees frequently, 28% employees rarely and 13% employees occasionally provide suggestions being considered to the superiors.

Q5. Has your manager discussed with you on your future target/goal?

Yes	79%
No	21%

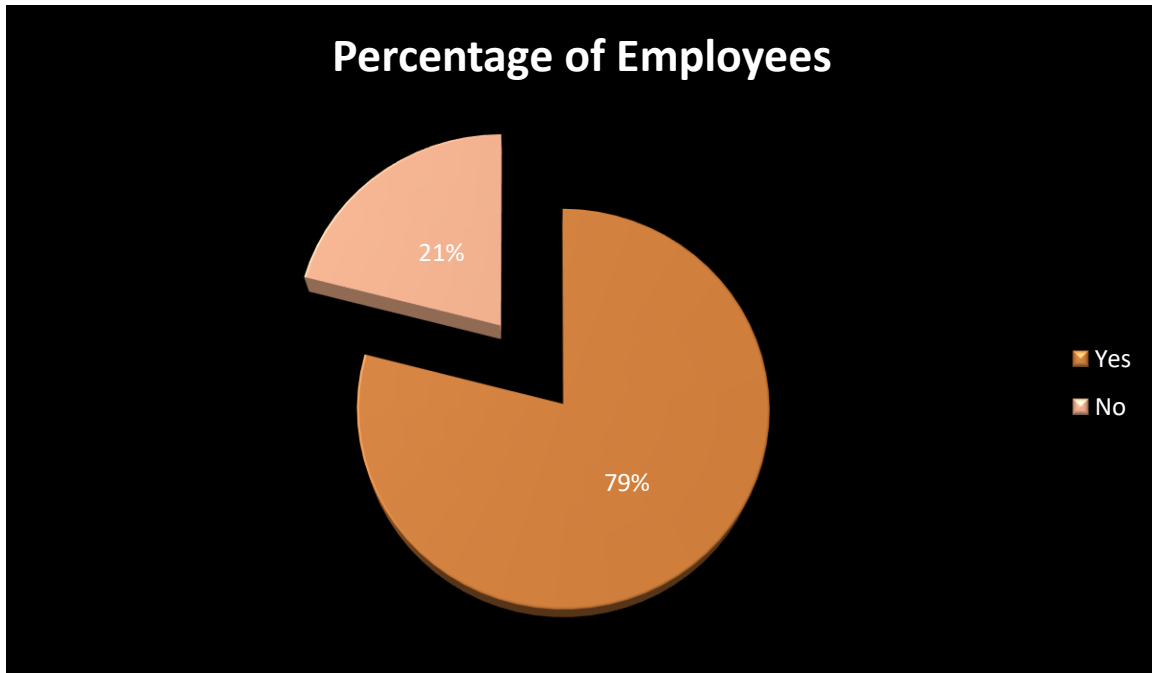**Table 5: Manager discussed with you on your future target/goal.**

Table 5: Manager discussed with you on your future target/goal

INTERPRETATION:

The above table shows that 79% employees say yes, 21% employees say no manager discuss future target/goal.

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Q6. Have you understood your future targets/goals?

(A) Always	55%
(B) Mostly	25%
(C) Sometimes	15%
(D) Rarely	5%

Table 6: Have you understood your future targets/goals?
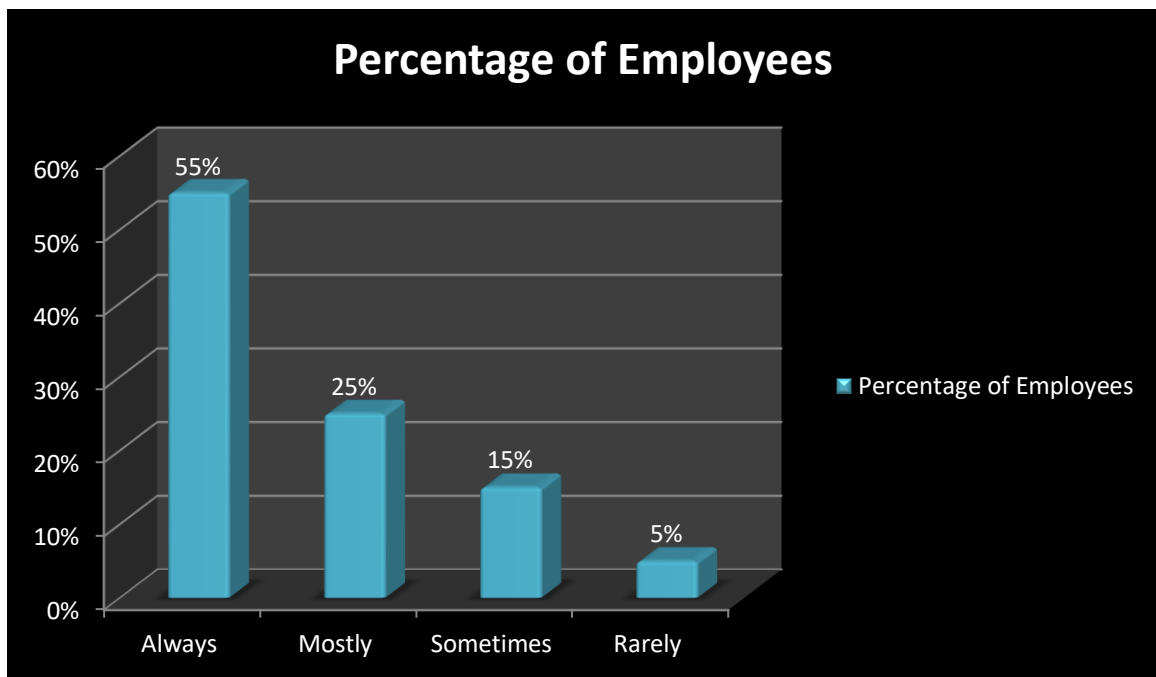

Figure 6: Have you understood your future targets/goals?

INTERPRETATION:
The above table shows that 55% employees say always, 25% employees say mostly, 15% employees say sometimes and 5% employees say rarely are understood your future targets/goals.

Q7. Are you satisfied with the chance given to improve your skills and job knowledge?

(A) Highly satisfied	45%
(B) Satisfied	35%
(C) Dissatisfied	12%
(D) Highly Dissatisfied	8%

Table 7: Satisfied with the chance given to improve your skills and job knowledge.
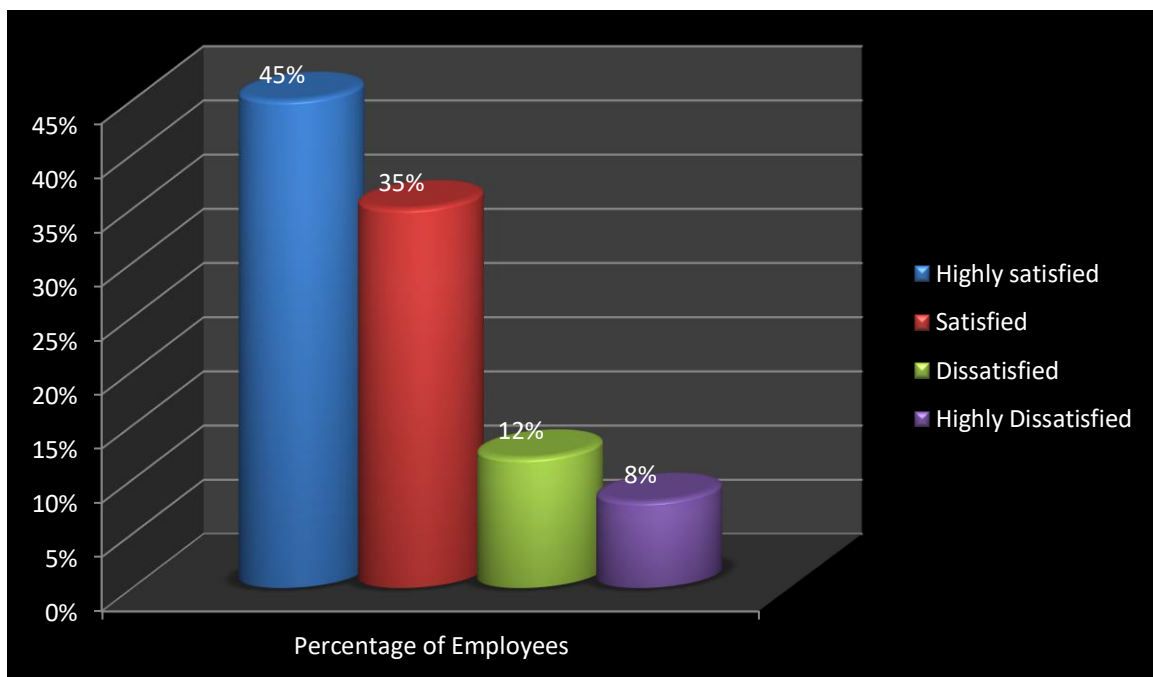

Figure 7: Satisfied with the chance given to improve your skills and job knowledge.

INTERPRETATION:

The above table shows that 45% employees highly satisfied, 35% employees satisfied, 12% employees dissatisfied and 8% employees highly dissatisfied with the satisfied with the chance given to improve your skills and job knowledge.

Q8. Are you satisfied with the training programs conducted in your organization (Which you have attended)?

(A) Highly satisfied	47%
(B) Satisfied	33%
(C) Dissatisfied	9%
(D) Highly Dissatisfied	11%

Table 8: Satisfied with the training programs conducted in your organization (Which you have attended).

Table 8: Satisfied with the training programs conducted in your organization (Which you have attended).
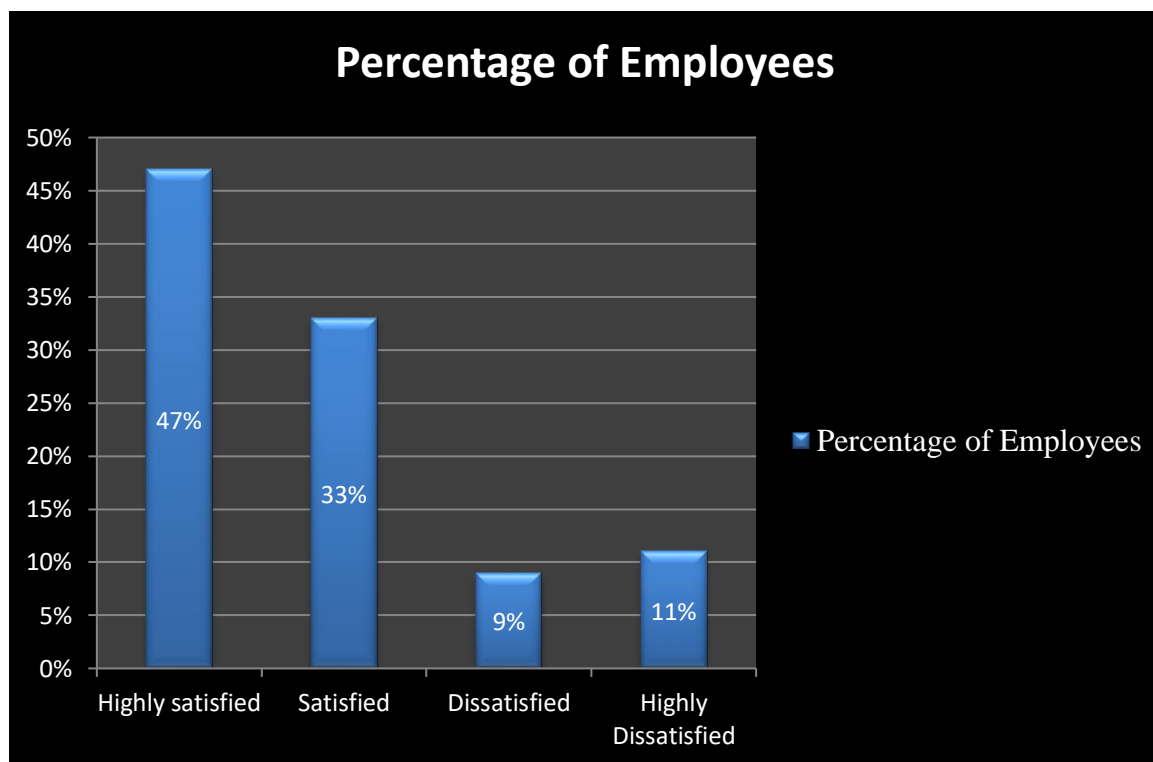
INTERPRETATION:

The above table shows that 47% employees highly satisfied, 33% employees satisfied, 9% employees dissatisfied and 11% employees highly dissatisfied with the training programs conducted in your organization (Which you have attended).

Q9. Do you think organization is utilizing your skills, knowledge and potential?

(A) Highly satisfied	45%
(B) Satisfied	35%
(C) Dissatisfied	12%
(D) Highly Dissatisfied	8%

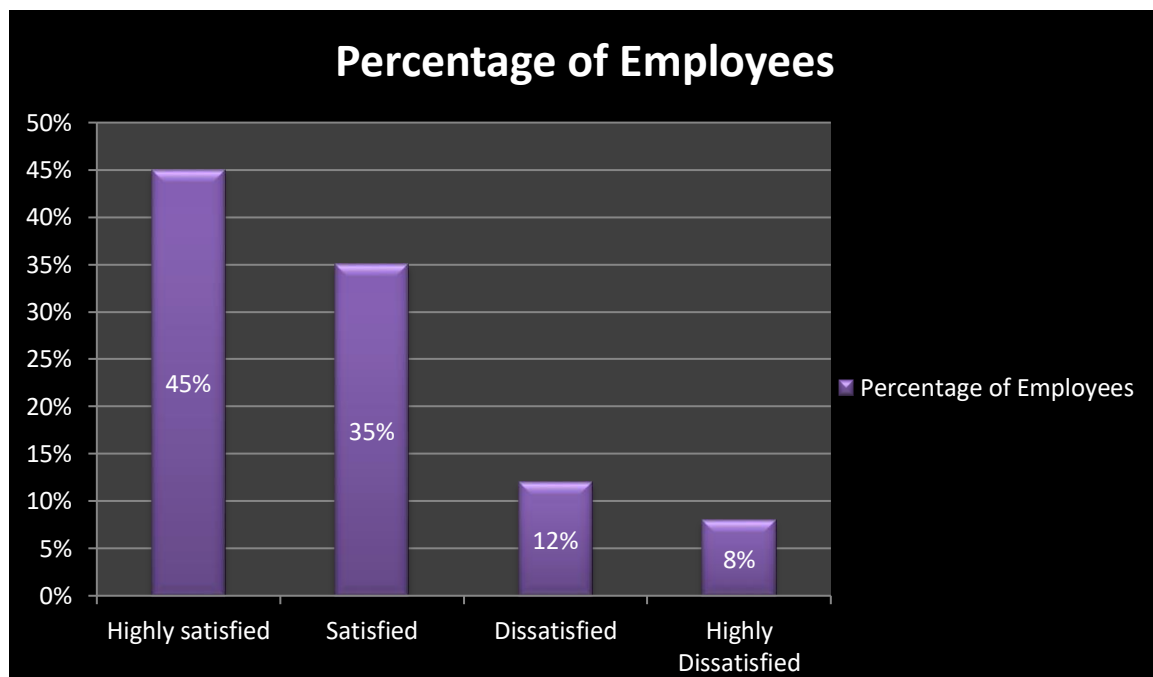**Table 9: Organization is utilizing your skills, knowledge and potential.**

Figure 9: Organization is utilizing your skills, knowledge and potential.

INTERPRETATION:
The above table shows that 45% employees highly satisfied, 35% employees satisfied, 12% employees dissatisfied and 8% employees highly dissatisfied with the organization is utilizing your skills, knowledge and potential.

Q10. Are you satisfied with the level of confidence in you shown in you by your team members?

(A) Highly satisfied	55%
(B) Satisfied	25%
(C) Dissatisfied	13%
(D) Highly Dissatisfied	7%

Table 10: Satisfied with the level of confidence in you shown in you by your   team members.
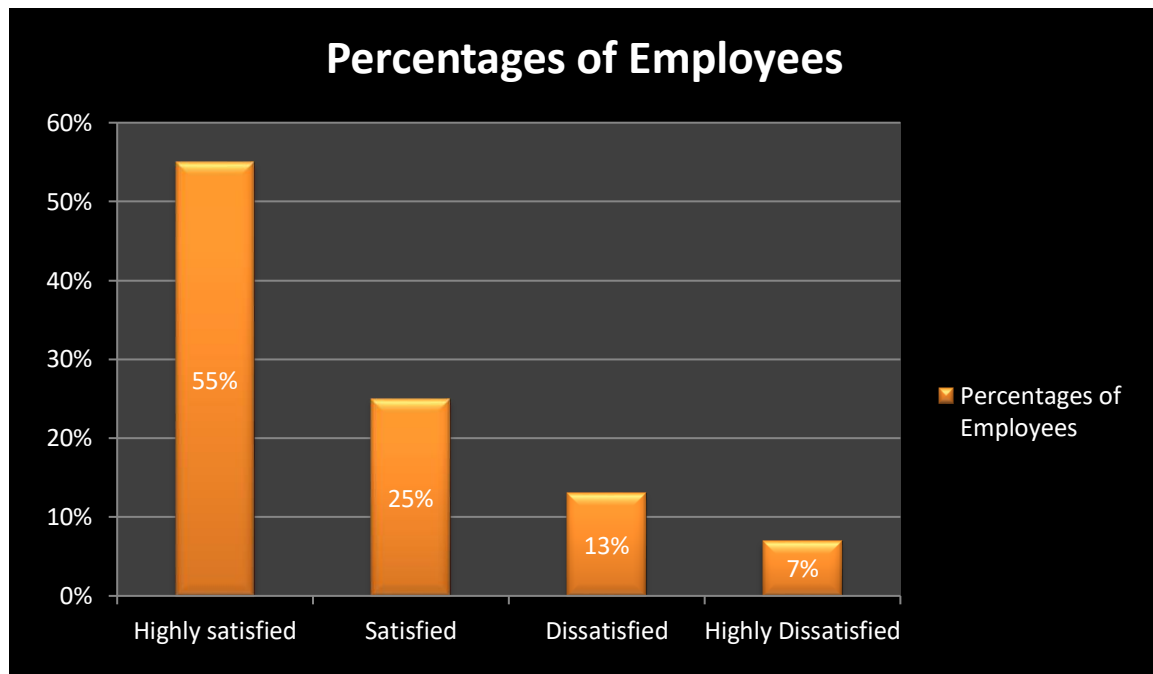

Figure 10: Satisfied with the level of confidence in you shown in you by your team members.

INTERPRETATION:
The above table shows that 55% employees highly satisfied, 25% employees satisfied, 13% employees dissatisfied and 7% employees highly dissatisfied with the level of confidence in you shown in the team members.

Q11. Are you encouraged to take up higher responsibilities and explore new avenues within the work place to learn and grow?

(A) Highly satisfied	66%
(B) Satisfied	22%
(C) Dissatisfied	9%
(D) Highly Dissatisfied	3%

Table 11: Encouraged to take up higher responsibilities and explore new avenues within the work place to learn and grow.
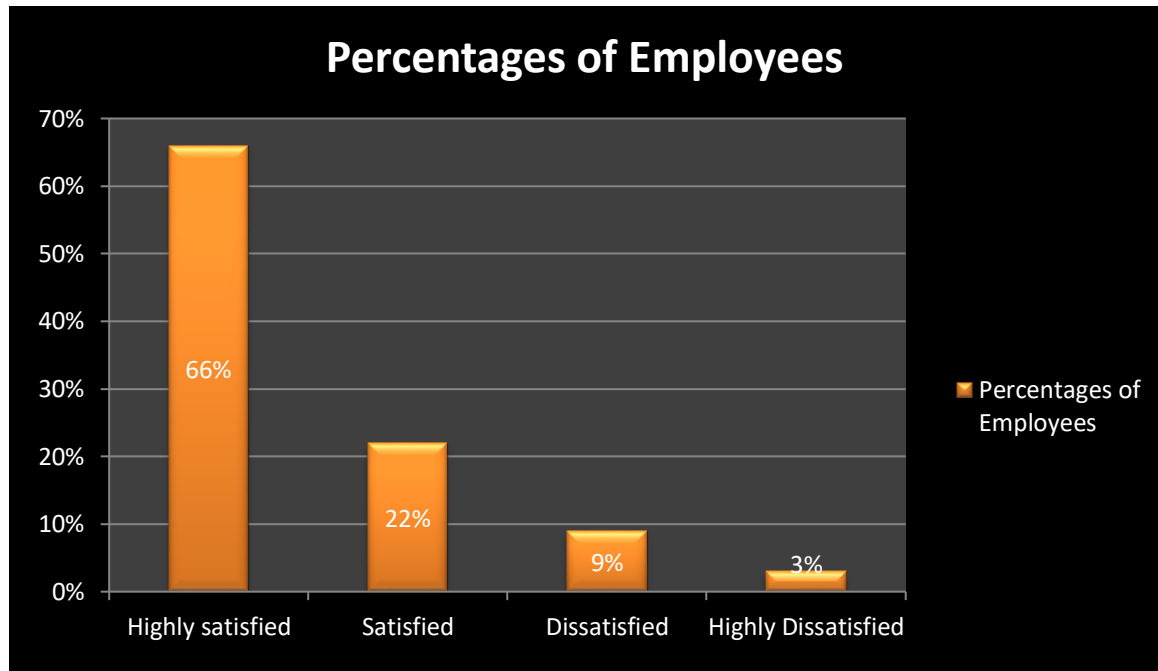

Table 11: Encouraged to take up higher responsibilities and explore new avenues within the work place to learn and grow.

INTERPRETATION:
The above table shows that 66% employees highly satisfied, 22% employees satisfied, 9% employees dissatisfied and 3% employees highly dissatisfied to take up higher responsibilities and explore new avenues within the work place to learn and grow.

Q12. Is there an ease in getting the information that you need while doing your job?

(A) Always	55%
(B) Mostly	25%
(C) Sometimes	15%
(D) Rarely	5%

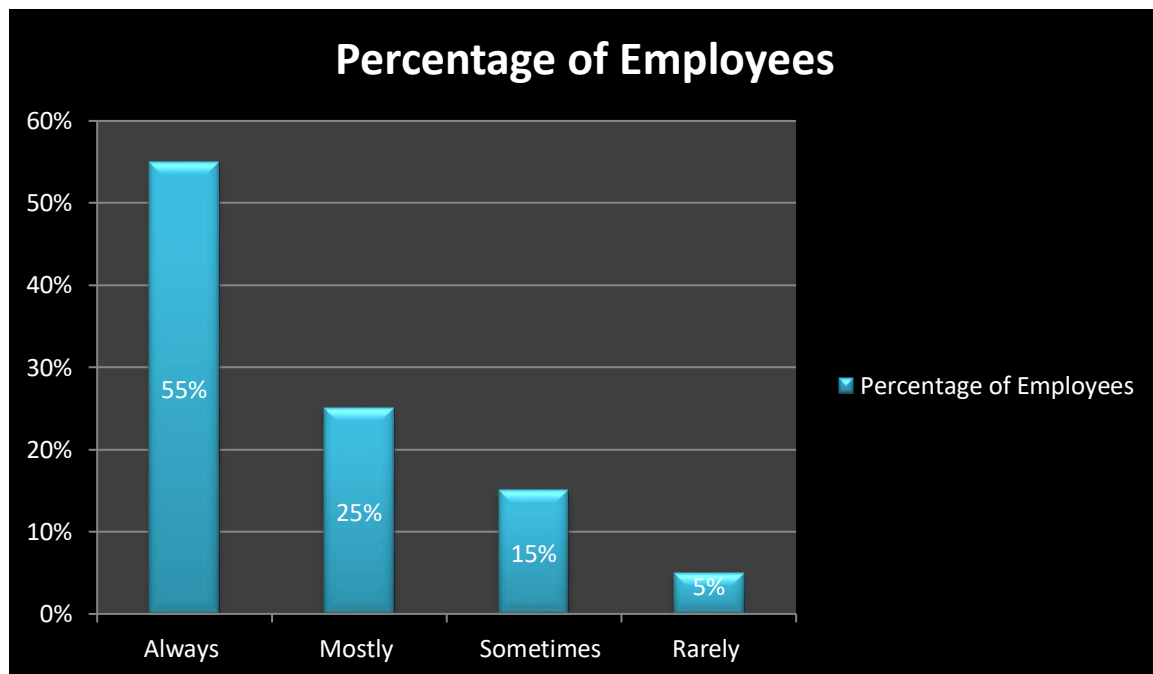**Table 12: An ease in getting the information that you need while doing your job.**

Figure 12: An ease in getting the information that you need while doing your job.

INTERPRETATION:
The above table shows that 55% employees say always, 25% employees say mostly, 15% employees say sometimes and 5% employees say rarely are an ease in getting the information that you need while doing your job.

Q13. Are you satisfied about your job?

(A) Highly satisfied	43%
(B) Satisfied	27%
(C) Dissatisfied	19%
(D) Highly Dissatisfied	11%

Table 13: Satisfied about your job.

Table 13: Satisfied about your job.

INTERPRETATION:
The above table shows that 43% employees highly satisfied, 27% employees satisfied, 19% employees dissatisfied and 11% employees highly dissatisfied about the job.

Q14. What is your satisfied level for development of your own work?

(A) Highly satisfied	43%
(B) Satisfied	27%
(C) Dissatisfied	19%
(D) Highly Dissatisfied	11%

Table 14: Satisfied level for development of your own work.

Figure 14: Satisfied level for development of your own work.
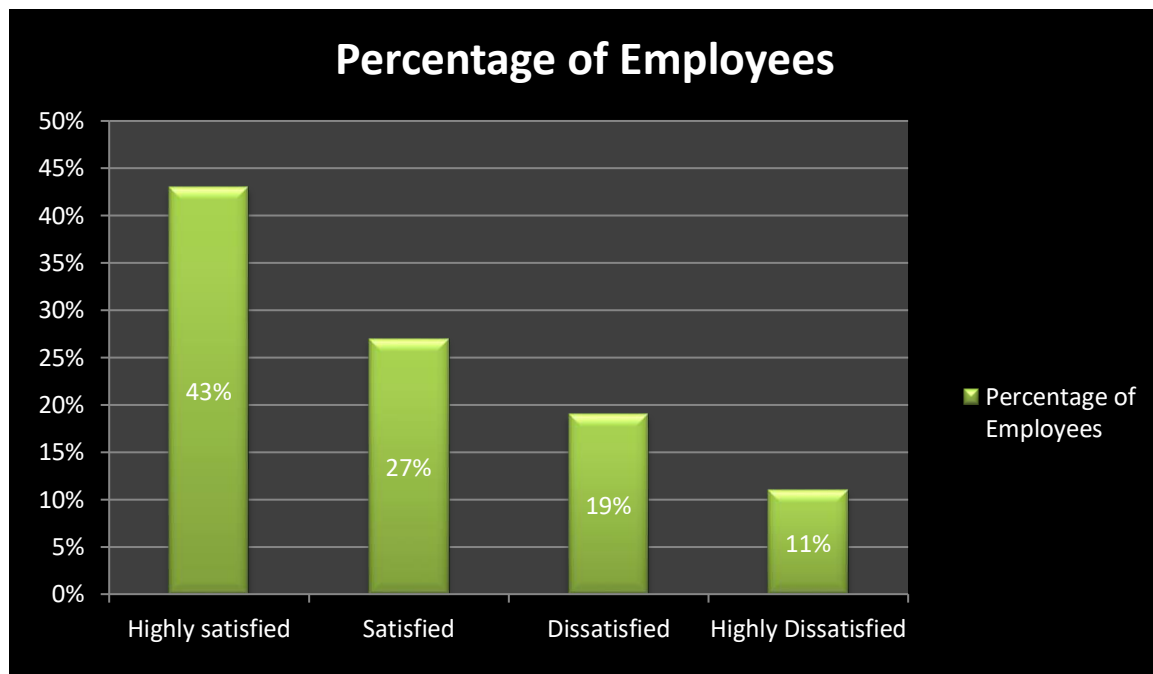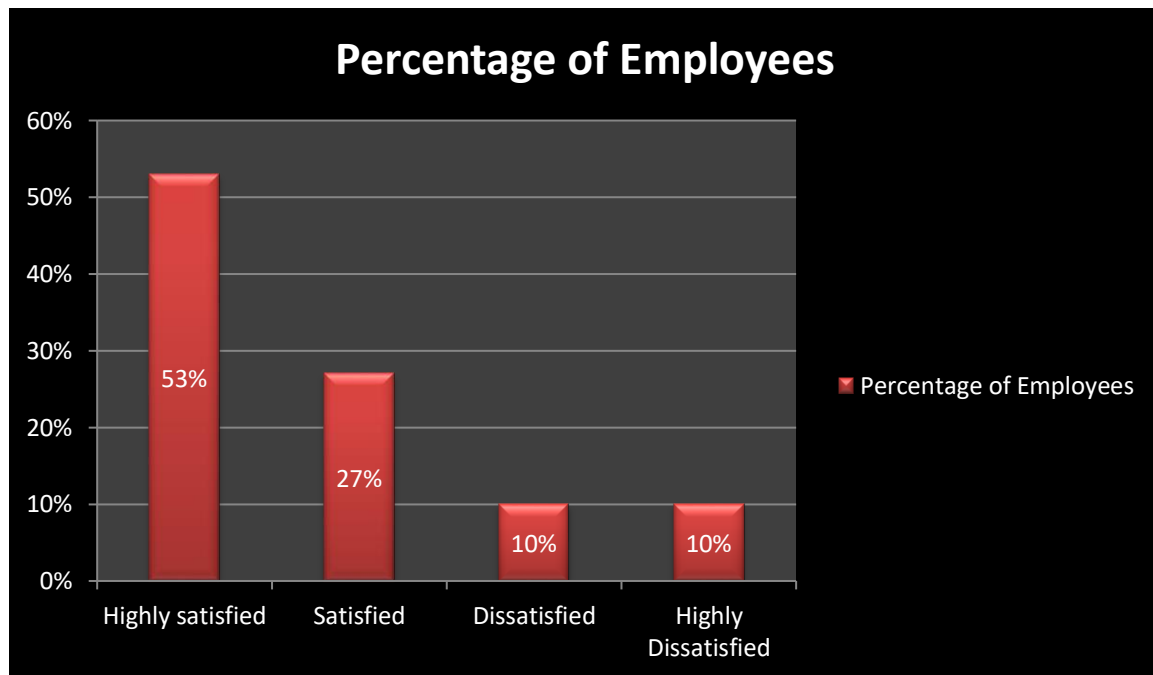
INTERPRETATION:
The above table shows that 53% employees highly satisfied, 27% employees satisfied, 10% employees dissatisfied and 10% employees highly dissatisfied with the satisfied level for development of your own work.

CHAPTER - 6

FINDINGS OF THE STUDY

According to the study-

1. 55% of employees are happy with the facilities that the company offers.

2. What is the manager's current role and responsibility in helping the employee improve performance?

3. Of our employees, 55% were aware of our upcoming objectives.

4. 47% of employees are pleased with the organization's training initiatives.

5. 45% of workers believe their company is making use of their knowledge, skills, and potential.

6. 66% of employees are strongly encouraged to take on more challenging tasks and look into new opportunities for learning and development at work.

7. 43% of workers are happy with their jobs.

CHAPTER – 7

RECOMMENDATIONS

1. Because it is an auto manufacturer, its employees must gain something from it. They ought to have the best facilities and services. This would make it easier for the business to keep its personnel together and sell its goods.

2. Employees should have their abilities and qualifications thoroughly verified before being hired for any position.

3. Pay for training so that workers take it more seriously.

4. To keep the staff, certain training programmers must be created.

5. Exit interviews should be conducted by HR.

6. You should quickly check the employees' casual demeanor.

7. Employees should receive the proper incentives and rewards for increasing performance through training.

CHAPTER – 8

CONCLUSION

Employee Engagement is the buzz word term for employee communication. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts organizations in many ways.

Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should thus recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action.

We would hence conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor.

Employee engagement is concerned with the emotional, cognitive and physical aspects of work and how these factors combine. The concept of employee engagement should not be considered just another fluffy HR initiative. However, fostering employee's engagement is a long-term process, as its success is inextricably linked to core aspects of the business such as, values, culture and managerial philosophy. To change core aspects of any business takes time effort and commitment from the employees as well as the senior management team.

Employee engagement can be seen to have three elements, the cognitive, the physical and then emotional. Due to the fact that employee engagement is a multi-functional concept comprising three interacting elements, strengthens the argument that a manger cannot force an employee to be engaged. Employees need to be immersed in a working environment which will entice them to display the discretionary behaviour that organisations are seeking.

An organisation that wants to increase engagement levels will attempt to foster the factors which have a positive effect of engagement through every business activity they perform. Organisations, as well as practitioner researchers, are attempting to develop a metric in order to input employee engagement as a figure on the balance sheet, however the problem arises as labour in many instances is seen as a cost rather than an asset to the organisation.

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ANNEXURE

QUESTIONNAIRE

1. Are you satisfied with the facilities provided by the organization?
   (A) Highly satisfied   (B) Satisfied
   (C) Dissatisfied   (D) Highly Dissatisfied

2. Are you satisfied with the recognition reward & method followed by organization?
   (A) Highly satisfied   (B) Satisfied
   (C) Dissatisfied   (D) Highly Dissatisfied

3. Does your manager provide support or facilitate to enhance performance (Current role and responsibilities)?
   (A) Highly satisfied   (B) Satisfied
   (C) Dissatisfied   (D) Highly Dissatisfied

4. Are your suggestions being considered by your superiors?
   (A) Frequently   (B) Rarely   (C) Occasionally

5. Has your manager discussed with you on your future target/goal?
   (A) Yes   (B) No

6. Have you understood your future targets/goals?
   (A) Always   (B) Mostly
   (C) Sometimes   (D) Rarely

7. Are you satisfied with the chance given to improve your skills and job knowledge?
   (A) Highly satisfied   (B) Satisfied
   (C) Dissatisfied   (D) Highly Dissatisfied

8. Are you satisfied with the training programs conducted in your organization (Which you have attended)?
   (A) Highly satisfied   (B) Satisfied
   (C) Dissatisfied   (D) Highly Dissatisfied

9. Do you think organization is utilizing your skills, knowledge and potential?

   (A) Highly satisfied   (B) Satisfied

   (C) Dissatisfied   (D) Highly Dissatisfied

10. Are you satisfied with the level of confidence in you shown in you by your team members?
    (A) Highly satisfied   (B) Satisfied
    (C) Dissatisfied   (D) Highly Dissatisfied

11. Are you encouraged to take up higher responsibilities and explore new avenues within the work place to learn and grow?
    (A) Highly satisfied   (B) Satisfied
    (C) Dissatisfied   (D) Highly Dissatisfied

12. Is there an ease in getting the information that you need while doing your job?
    (A) Always   (B) Mostly
    (C) Sometimes   (D) Rarely

13. Are you satisfied about your job?
    (A) Highly satisfied   (B) Satisfied
    (C) Dissatisfied   (D) Highly Dissatisfied

14. What are your suggestions for development of your own work?
    (A) Highly satisfied   (B) Satisfied
    (C) Dissatisfied   (D) Highly Dissatisfied