

CHAPTER – 1

INTRODUCTION

Organizations have come to realize that in today's constantly changing business scenario, the most valuable resource that needs to be leveraged is human resource. This means not just attracting the crème-de-la-crème and retaining them but keeping them motivated and committed to achieving the organization goals. Though Employee Engagement (EE) as a business buzzword has generated research and steam since the new economy service industries like IT (Information Technology) and ITES (IT enables services) have taken off, the origins of engagement are as old as mankind itself. We shall try and decode and define employee engagement as used and implemented by organizations today by looking at the very origins of engagement practices.

Information Technology & Information technology Enabled Services (IT- ITeS) sector with its rapid evolution & cutting edge competitions is changing the structure of Indian business quality. The Indian IT & ITeS industry is divided into four major segments - IT services, BPM, Hardware & Software Products & engineering Services. The Indian IT industry serves to be a crucial factor that imparts economic transformation of the country & brought back the country a significant position in the global economy.

Identifying the abundance of cost effective eminent talents & market opportunities, several global IT firms have started innovation centres in India, thereby gaining the country prominence in terms of intellectual property also. The boom in the industry has its imprints on the Indian education sector also & it has created enormous demand for courses like engineering, computer science etc.

Apart from the splendors enjoyed, the industry is facing critical external as well as internal challenges. The globally fluctuating socio-economic, political & legal conditions accounts for the external challenges where as talent crunch, cultural impacts on the performance, disengaged employees & the growing insecurity among the employees leading to trade unionism tends to shake the internal equilibrium of the Indian IT industry.

Employee engagement as a propulsive concept & practice is gaining momentum because, now the organizations focus on strengthening the internal environment by constantly employing effective engagement mechanisms inorder to retain a highly motivated work force.

1.1 Objectives of the study:

- To Study the Employee Engagement practices in a well established MNC.
- To evaluate the effectiveness of the Employee Engagement.
- To find out the satisfaction levels of the Employees with the current system.

1.2 Need of the Study:

The answers from the Employees will give the true picture of the Employee Engagement.

Analyzing the candidates answers will help in understanding problems from the Employees view, thus will help to develop the current system and making it more effective.

1.3 Scope of the Study:

1. Only the Employee Engagement is considered.
2. The study is conducted at SENPRO TECHNOLOGIES, Hyderabad with a simple sample size of only 50 employees of GCF Hyderabad (Process).
3. In order to analyze the study the questionnaire has been administered to the Employees.
 - Non Voice Profiles.
 - Voice based profiles.

1.4 Limitations of the Study:

There was a time restriction of 45 days, so the study was conducted by selecting a sample of 50 respondents and the facts and findings may not represent a true picture of the procedure followed in organization

CHAPTER – 2

REVIEW OF LITERATURE

Introduction

Engagement at work was conceptualized by Kahn, (1990) as the **‘Harnessing of Organizational Members selves to their work roles’**, In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

The second related construct to engagement in organizational behavior is the notion of flow advanced by Csikszentmihalyi (1975, 1990). Csikszentmihalyi (1975) defines flow as the **‘Holistic Sensation’** that, people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and environment. When individuals are in Flow State little conscious control is necessary for their actions.

Employee engagement is the thus the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.’ Thus Employee engagement is a barometer that determines the association of a person with the organization.

Engagement is most closely associated with the existing construction of job involvement (Brown 1996) and flow (Csikszentmihalyi, 1990). Job involvement is defined as ‘The degree to which the job situation is central to the person and his or her identity (Lawler & Hall, 1970). Kanungo (1982) maintained that job involvement is a ‘Cognitive or belief state of Psychological identification. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus job involvement results form a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one’s self image. Engagement differs from job in as it is concerned more with how the individual employees his/her self during the performance of his / her job. Furthermore engagement entails the active use of

emotions. Finally engagement may be thought of as an antecedent to job involvement in that individuals who experience deep engagement in their roles should come to identify with their jobs.

When Kahn talked about employee engagement he has given importance to all three aspects physically, cognitively and emotionally. Whereas in job satisfaction importance has been given more to cognitive side.

HR practitioners believe that the engagement challenge has a lot to do with how Employee feels about the about work experience and how he or she is treated in the organization. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company. There will always be people who never give their best efforts no matter how hard HR and line managers try to engage them. “But for the most part employees want to commit to companies because doing so satisfies a powerful and a basic need in connect with and contribute to something significant”.

Aspects of Employee Engagement

Three basic aspects of employee engagement according to the global studies are:-

- The employees and their own unique psychological make up and experience
- The employers and their ability to create the conditions that promote employee engagement
- Interaction between employees at all levels.

Thus it is largely the organization’s responsibility to create an environment and culture conducive to this partnership, and a win-win equation.

Categories of Employee Engagement

According to the Gallup the Consulting organization there are there are different types of people:-

Engaged--"Engaged" employees are builders. They want to know the desired Expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They

work with passion and they drive innovation and move their organization forward.

Not Engaged---Not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are *not-engaged* tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers.

Actively Disengaged--The "actively disengaged" employees are the "cave dwellers." They're "Consistently against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by *actively disengaged* workers can cause great damage to an organization's functioning.

Importance of Engagement

Engagement is important for managers to cultivate given that disengagement or alienation is central to the problem of workers' lack of commitment and motivation (Aktouf). Meaningless work is often associated with apathy and detachment from one's work (Thomas and Velthouse). In such conditions, individuals are thought to be estranged from their selves (Seeman, 1972). Other Research using a different resource of engagement (involvement and enthusiasm) has linked it to such variables as employee turnover, customer satisfaction – loyalty, safety and to a lesser degree, productivity and profitability criteria (Harter, Schmidt & Hayes, 2002).

An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. Some of the advantages of Engaged employees are

- Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success.

- They will normally perform better and are more motivated.
- There is a significant link between employee engagement and profitability.
- They form an emotional connection with the company. This impacts their attitude towards the company's clients, and thereby improves customer satisfaction and service levels
- It builds passion, commitment and alignment with the organization's strategies and goals
- Increases employees' trust in the organization
- Creates a sense of loyalty in a competitive environment
- Provides a high-energy working environment
- Boosts business growth
- Makes the employees effective brand ambassadors for the company

A highly engaged employee will consistently deliver beyond expectations. In the workplace research on employee engagement (Harter, Schmidt & Hayes, 2002) have repeatedly asked employees 'whether they have the opportunity to do what they do best everyday'. While one in five employees strongly agree with this statement. Those work units scoring higher on this perception have substantially higher performance.

Thus employee engagement is critical to any organization that seeks to retain valued employees. The Watson Wyatt consulting companies has been proved that there is an intrinsic link between employee engagement, customer loyalty, and profitability. As organizations globalize and become more dependent on technology in a virtual working environment, there is a greater need to connect and engage with employees to provide them with an organizational 'identity.'

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

Organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their Potential. When companies plan for the career paths of their employees and invest in them in this way their people invest in them.

Career Development – Effective Management of Talent

Career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development.

Feeling Valued & Involved

Career Development- Opportunities for personal development

Career Development – Effective Management of talent

Leadership- Clarity of company Values

Leadership – Respectful treatment of employees

Leadership – Company’s standards of ethical behavior

Empowerment Image

Equal opportunities & fair treatment

Performance Appraisal

Pay & benefits

Health & Safety

Job satisfaction

Communication

Family friendliness

Co-operation

Leadership- Clarity of Company Values

Employees need to feel that the core values for which their companies stand are unambiguous and clear.

Leadership – Respectful Treatment of Employees

Successful organizations show respect for each employee's qualities and contribution –regardless of their job level.

Leadership – Company's Standards of Ethical Behavior

A company's ethical standards also lead to engagement of an individual

Empowerment

Employees want to be involved in decisions that affect their work. The leaders of high engagement workplaces create a trustful and challenging environment, in which employees are encouraged to dissent from the prevailing orthodoxy and to input and innovate to move the organization forward.

Image

How much employees are prepared to endorse the products and services which their company provides its customers depends largely on their perceptions of the quality of those goods and services. High levels of employee engagement are inextricably linked with high levels of customer engagement.

Other factors

Equal Opportunities and Fair Treatment

The employee engagement levels would be high if their bosses (superiors) provide equal opportunities for growth and advancement to all the employees

Performance appraisal

Fair evaluation of an employee's performance is an important criterion for determining the level of employee engagement. The company which follows an appropriate performance appraisal technique (which is transparent and not biased) will have high levels of employee engagement.

Pay and Benefits

The company should have a proper pay system so that the employees are motivated to work in the organization. In order to boost his engagement levels the employees should also be provided with certain benefits and compensations.

Health and Safety

Research indicates that the engagement levels are low if the employee does not feel secure while working. Therefore every organization should adopt appropriate methods and systems for the health and safety of their employees.

Job Satisfaction

Only a satisfied employee can become an engaged employee. Therefore it is very essential for an organization to see to it that the job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job.

Communication

The company should follow the open door policy. There should be both upward and downward communication with the use of appropriate communication channels in the organization. If the employee is given a say in the decision making and has the right to be heard by his boss then the engagement levels are likely to be high.

Family Friendliness

A person's family life influences his work life. When an employee realizes that the organization is considering his family's benefits also, he will have an emotional attachment with the organization which leads to engagement.

Co-operation

If the entire organization works together by helping each other i.e. all the employees as well as the supervisors co-ordinate well then the employees will be engaged.

How to measure Employee Engagement?

Gallup research consistently confirms that engaged work places compared with least engaged are much more likely to have lower employee turnover, higher than average customer loyalty, above average productivity and earnings. These are all good things that prove that engaging and involving employees make good business sense and building shareholder value. Negative workplace relationships may be a big part of why so many employees are not engaged with their jobs.

Step I: Listen

The employer must listen to his employees and remember that this is a continuous process. The information employee's supply will provide direction. This is the only way to identify their specific concerns. When leaders listen, employees respond by becoming more engaged. This results in increased productivity and employee retention. Engaged employees are much more likely to be satisfied in their positions, remain with the company, be promoted, and strive for higher levels of performance.

Step II: Measure current level of employee engagement

Employee engagement needs to be measured at regular intervals in order to track its contribution to the success of the organization.

But measuring the engagement (feedback through surveys) without planning how to handle the result can lead employees to disengage. It is therefore not enough to feel the pulse—the action plan is just as essential.

Knowing the Degree in which Employees Are Engaged?

Employee engagement satisfaction surveys determine the current level of employee engagement. A well-administered satisfaction survey will let us know at what level of engagement the employees are operating. Customizable employee surveys will provide with a starting point towards the efforts to optimize employee engagement.

The key to successful employee satisfaction surveys is to pay close attention to the feedback from the staff. It is important that employee engagement is not viewed as a

onetime action. Employee engagement should be a continuous process of measuring, analyzing, defining and implementing.

The employee survey is a diagnostic tool of choice in the battle for the hearts of employees. Studies of Gallup, Mercer, Hewitt and Watson Wyatt (consulting companies) asked workers number of questions relating to their job satisfaction. Gallup being one of oldest the consulting organization {in conducting engagement survey} creates a feedback system for employers that would identify and measure elements of worker engagement most tide to the bottom line. Things such as sales, growth, productivity and customer loyalty are all accessed. After Hundreds of focus group and thousands of interviews with employees in a variety of industries, Gallup came up with **Q. 12**, a twelve-question survey that identifies strong feelings of employee engagement. They have identified 12 questions that most effectively measure the links (the Gallup Q12).

- 1. Do you know what is expected of you at work?**
- 2. Do you have the materials and equipment you need to do your work right?**
- 3. At work, do you have the opportunity to do what you do best every day?**
- 4. In the last seven days, have you received recognition or praise for doing good work?**
- 5. Does your supervisor, or someone at work, seems to care about you as a person?**
- 6. Is there someone at work who encourages your development?**
- 7. At work, do your opinions seem to count?**
- 8. Does the mission/purpose of your company make you feel your job is important?**
- 9. Are your associates (fellow employees) committed to doing quality work?**
- 10. Do you have a best friend at work?**
- 11. In the last six months, has someone at work talked to you about your progress?**
- 12. In the last year, have you had opportunities at work to learn and grow?**

The interpretation of the questionnaire and one of the companies engagement level is summarized in the table below.

Some of the discussions which come from Gallup's questions are: -

Know what is expected of me at work- employees should know exactly what is expected of them. If expectations are unclear, employees will inevitably face frustration, and will be open for other opportunities where they do know what's expected of them, and where their contributions are measured and recognized.

Materials and equipment- Employees need the right tools and equipment to support their skills, experience and talents & perform their jobs at an optimum level.

Do what I do best every day - Are your employees cast in the right roles? Knowing the critical demands for every role is a key to ensuring that talents fit those demands.

Supervisor/Someone at work cares -Managers must spend most of their time with their most productive talent. Many managers give their greatest degree of attention to employees who are falling behind. Talented, productive people crave time and attention from their managers, and will leave your company if they have a weak relationship (or no relationship) with their manager or supervisor.

Co-workers committed to quality -Many companies arbitrarily put teams together without considering that employees only psychologically commit to teams if they perceive their team members will support their high level of commitment and performance. Talented employees set high standards and depend upon those around them to support their growth towards excellence.

Opportunities to learn and grow- The Company should create an environment that encourages employees to drive towards innovation or to create better systems for more productive results. Great managers always ask what skills and knowledge need to accompany talent to result in the greatest outcome for each employee.

As discussed the Gallup study **Q12** is based on positive Psychology and emotions.

Having a best friend at work or receiving recognition every week makes you feel cared for and proud respectively. If you want to keep recreating those positive emotions, then you keep coming back to work.

So the **Q. 12** measures engagement, and engagement is a positive emotional connection to the work. Thus the mechanism of the broaden- and – build theories and the action tendencies of positive emotions help in understanding why the **Q. 12** has been so powerful for Gallup in terms of predicting outcomes. **Borden – and Build theory** is about evolutionary significance of positive emotions. Positive emotions are better observed over the long haul. Their effects accumulate and compound overtime and the adaptive benefits are evident from later, when people face new challenges. The Gallup research has thus made a contribution in adding an additional ‘P’ to the 4 P’s of marketing i.e. product, price, and promotion place and now people to the mix. In the combination of engaged employees, Gallup brings engaged customers to form the concept of human sigma.

These include customer engagement, loyalty and emotional attachment. Customer engagement hierarchy, customer engagement scores and developing the culture of engagement and customer focus. The Gallup Organization decided to initiate a multi-year research project to try and define a great workplace - a great workplace was one where employees were satisfied with their jobs and this thus helps to produce positive business outcomes.

According to the study of **Watson Wyatt**, the service – profit chain establishes relationship between profitability, customer loyalty and employee satisfaction, loyalty and productivity. The links in the chain (which should be regarded as propositions) are as follows: profit and growth are stimulated primarily by customer loyalty. Loyalty is a direct result of customer’s satisfaction. Satisfaction is largely influenced by the services provided to customers. Satisfied, loyal and productive employees create value.

Employee’s satisfaction in turn results primarily from high quality support services and policies that enable employees to deliver results to customers. While many organizations are beginning to measure relationship between individual links in the service only a few have related the links in the meaningful ways that can lead to comprehensive strategies for achieving lasting competitive advantage of building employee engagement. In a study of its seven telephone customer service centers (MCI

found that there is a clear relationship between employee's perceptions of the quality of services and employee engagement).

Step III: - Identify the problem areas

Identify the problem areas to see which are the exact areas, which lead to disengaged employees

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

Nothing is more discouraging to employees than to be asked for their feedback and see no movement toward resolution of their issues. Even the smallest actions taken to address concerns will let the staff know how their input is valued. Feeling valued will boost morale, motivate and encourage future input. Taking action starts with listening to employee feedback and a definitive action plan will need to be put in place finally.

CHAPTER – 3

3.1 INDUSTRY PROFILE

Definition of Outsourcing

The Webster's Universal Dictionary meaning of "Outsourcing" is: "A company or person that provides information; to find a supplier or service, to identify a source".

Outsourcing can be defined as a process in which a company delegates some of its in-house operations/processes to a third party. Thus outsourcing is a contracting transaction through which one company purchases services from another while keeping ownership and ultimate responsibility for the underlying processes. The clients inform their provider what they want and how they want the work performed. So the client can authorize the provider to operate as well as redesign basic processes in order to ensure even greater cost and efficiency benefits.

Companies turn to resources outside their organizational structure usually to save money and/or make use of the skilled professionals.

The Outsourcing market is estimated to grow tremendously in the coming few with an increasing number of companies planning to outsource both low end and high-end jobs to offshore destinations. Also the number of companies providing outsourcing services is on the rise, thus resulting in larger variety. Due to the fact that more and more companies are outsourcing, the risks are getting smaller as businesses have more experience and clearer objectives.

Outsourcing in the world today is seen as a strategic management option rather than just a cost cutting operation. It aids companies to achieve their business objectives through operational excellence and a better market position. In order for companies to focus on their core competencies, all companies today outsource one or more of their operations. In order to compete in the global economy companies need to focus their resources on their core operations.

Advantages of Outsourcing

- Companies can save up on operational costs. In fact most companies can cut their operating costs to half by outsourcing

- Get access to cheaper and more efficient labor
- Cut up on labor training cost
- Get access to better technologies at a cheaper cost
- Increase productivity
- Concentrate on core competencies

Disadvantages of Outsourcing

- The company that outsourcers can get into serious trouble if the service provider refuses to provide business due to bankruptcy, lack of funds, labor etc
- Outsourcing requires the control of the process being outsourced by transferred to the service provider. Thus the company may loose control over its process
- The service provider in developing countries generally services many companies. So there are many chances of partiality owing to more payment by other parties
- The current employees in the company that outsourcers may feel threat due to outsourcing and may not work properly
- The attitude of people in the developed countries against companies that outsource is generally bad

Business Process outsourcing:

Business process outsourcing is a process in which a company delegates some of its in-house operations/processes to a third party. Thus business process outsourcing is a transaction through which one company acquires services from another while maintaining ownership and ultimate responsibility for the processes. The company then informs its provider what it wants and how it wants the work performed. So the company can authorize the provider to operate as well as redesign basic processes in order to ensure even greater cost and efficiency benefits.

The main motive for **business process outsourcing** is to allow the company to invest more time, money and human resources into core activities and building strategies, which fuel company growth.

Business process outsourcing in today's world is seen as a strategic management option rather than just a way to cut costs. BPO helps achieve the

companies their business objectives through operational excellence and an edge in the market place.

Resources of the companies need to be focused on core competencies and the non core functions are out sourced. Out sourcing gives you right combination of people, processes and technology to operate effectively in the global market place without burdening organization' s time and budget.

Benefits derived from BPO are:

1. Productivity Improvements
2. Access to expertise
3. Operational cost control
4. Cost savings
5. Improved accountability
6. Improved HR
7. Opportunity to focus on core business

Business Process outsourcing in India.

The BPO industry in India has grown by leaps and bounds. It has been growing 70 percent a year and is now worth US\$1.6 billion, employing 100,000 people. And as McKinsey analysts put it, BPO has to grow only 27% till 2008 to deliver US\$17 billion in revenues and employment of a million people

Indian BPO Segments Business Process Outsourcing in India is organized in many segments. Back-office processing and customer interaction services are among the fastest and largest growing segments that contribute significantly to the Indian BPO market. Other notable segments are revenue accounting, content development, animation, engineering and design, GIS and medical transcription.

Back-Office Operations / Revenue Accounting / Data Entry And Conversion / HR Services –

This segment is by far the largest, accounting for 42% of the market share in FY 2002. Industries such as banks and aviation require large-scale data processing and data based decision-making capabilities. Indian companies provide data entry (paper to digital) and rule-set processing (applying present rules and criteria for processing) and are fast graduating to problem solving and decision-making.

Content Development / Animation / Engineering And Design / GIS –

The content development segment ranks second occupying 26% of the pie. The Roncarelli report on computer animation estimates that labor costs in India for computer animators is roughly one-tenth that in the US. While a computer animator in India earns about US\$7,000 - 9,000 per year, an equivalent animator in the US earns US\$45,000 - 90,000.

Customer Interaction Services –

The customer care segment ranks third occupying 28% of the pie. A customer care center is a service center with adequate telecom facilities, trained consultants, access to requisite databases, Internet and other online information support infrastructure to provide information and support to customers. Such centers are used for a number of customer-related functions like marketing, selling, information dispensing, advice, technical support etc.

Medical Transcription Services –

Medical transcription accounts for 2% of the total Indian outsourcing services. Medical transcription was one of the first offshore BPO services to be launched from India. This service involves the transcribing of medical records from audio format or dictated by doctors or other healthcare into either a hard copy or electronic format.

Other Services –

The other services include online education or web based training, market research analysis using statistical packages, remote network maintenance and monitoring.

India, took the No. 1 spot in neo IT's ranking of 14 possible IT outsourcing destinations. According to annual report India offers "cost competitiveness, a highly skilled labors pool and a high level of service maturity,"

5 reasons why India is the BPO king

Sr No	Level 1 Factors	Level 1 Weights	Level 2 Sub-factors
1	Financial benefit	30%	<ul style="list-style-type: none"> • Labor cost • Cost advantage – operating and capital expenditures
2	Service maturity	25%	<ul style="list-style-type: none"> • Process maturity and competency of suppliers • Industry size and growth • Security/IP protection
3	People	25%	<ul style="list-style-type: none"> • Labor pool and skill level • Language proficiency • HR • Educational system
4	Infrastructure	5%	<ul style="list-style-type: none"> • ICT and physical infrastructure
5	Catalyst	15%	<ul style="list-style-type: none"> • Governmental support • Geopolitical environment • Physical and time zone displacement • Cultural compatibility

Advantages of outsourcing to India:

- India - large pool of engineering resources
- 12 hr time difference - Savings in time and money
- Cost benefits
- Quality awareness and processes
- Government support - infrastructure availability
- Benefit of track record

Call Centre:

A call centre or call center is a centralized office used for the purpose of receiving and transmitting a large volume of requests by telephone. A call centre is operated by a company to administer incoming product support or information inquiries from consumers. Outgoing calls for telemarketing, clientele, and debt collection are also made.

A call centre is often operated through an extensive open workspace, with work stations that include a computer, a telephone set/headset connected to a telecom switch, and one or more supervisor stations. It can be independently operated or networked with additional centres, often linked to a corporate computer network, including mainframes, microcomputers and LANs. Increasingly, the voice and data pathways into the centre are linked through a set of new technologies called computer telephony integration (CTI).

Most major businesses use call centres to interact with their customers. Examples include utility companies, mail order catalogue firms, and customer support for computer hardware and software. Some businesses even service internal functions through call centres. Examples of this include help desks and sales support.

Key performance measurements (KPIs) in a call center are:

- A. **Average Call Value** (Sales and Reservations Only) This measure is generally calculated by dividing total revenue generated by number of calls.
- B. **Customer Satisfaction** Customer satisfaction is, without doubt, a top priority. Most call centers conduct surveys via either outbound calls or mail to randomly selected callers.
- C. **Service Level** Service level takes the form of X percent answer in Y seconds (such as 80 percent of calls answered in 20 seconds), and is a high level measure of how fast callers get through to reps.
- D. **Percent Abandoned** Abandonment is an ongoing concern in incoming call centers. If callers hang up before we get a chance to talk to them, we are missing the opportunity to make them happy, sell to them and solve their customer service problems callers' circumstances.
- E. **Cost Per Call** There are various ways to calculate cost per call (i.e. what factors to include in staff costs, how to allocate equipment, how to value the building) but the basic formula is to divide total costs by total calls received for a given period of time (usually a month).

3.2 COMPANY PROFILE

SENPRO TECHNOLOGIES PRIVATE LIMITED

Senpro Technologies Private Limited is a Non-govt company, incorporated on 04 Dec, 2014. It's a private unlisted company and is classified as company limited by shares'.

Company's authorized capital stands at Rs 2.0 lakhs and has 100.0% paid-up capital which is Rs 2.0 lakhs. Senpro Technologies Private Limited is majorly in null business from last 8 years and currently, company operations are active. Current board members & directors are MUNUSWAMY REVATHY and SURYAKALA MUNUSAMY

SENPRO TECHNOLOGIES PRIVATE LIMITED is a mca provider company with the industrial and NIC / SIC code of 72900 as per the official records. The company was registered in the year 2014 and its authorized share capital is INR 200,000 and paid up capital is INR 200,000. The major activities of this company as per the listed official records are #other computer related activities#.

We are a reliable organization engaged in mca provider a qualitative range of industrial products . We are also one of the leading companies of this highly commendable range of products. Our team of experts maintain a vigil on the quality of the products. Every single piece of work is ensured with proper quality assurance. Since our inception in 04/12/2014, we are continually improving our quality to serve our clients better. Use of modern technology, industry standards, timely and quality deliveries, experienced workforce are our USPs.

Our mission is to be a leading mca provider providing superior quality products and services at competitive prices. We want be a globally innovative and competitive business providing 100% genuine services to our customers. We are committed to total customer satisfaction by providing quality products & services.

Senpro Technologies is a fast-growing IT Company that provides holistic IT solutions to businesses across geographies We offer IT expertise in software, website, and application (iOS & Android) development, UI/UX design, and digital marketing. We are situated at around 12 service locations, serving businesses belonging to various

sectors. So long, we have forayed into healthcare, food services, travel & tourism, logistic & shipping, e-commerce, banking, technology, manufacturing, and IT-enabled education service industries so far.

Currently, we have a team of highly skilled IT professionals that work round the clock to ensure Senpro Technologies. stays true to its offerings & commitments. Our team of experienced experts includes software developers, web developers, designers, and digital marketing experts.



OUR MISSION

We are on a mission to provide the valuable & result oriented search advertising and search engine marketing solutions to the businesses who really want to excel their reach online.

OUR VALUES

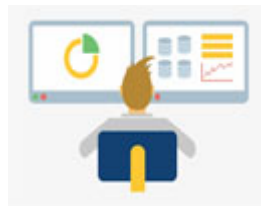
We are committed towards our customers and for us implementing search engine techniques to the others is passion.

Our Vision

Our Vision is to become best Web designing and development company.

Our Services

To build your business



Managed Hosting

Single-tenant hosting for optimal performance and uptime When you choose Senpro Technologies Managed Hosting .



Enterprise resource planning

ERP is software systems that are used for operations planning, administration and for optimizing internal business processes, including manufacturing...etc



Website Design

Designing of website play important role in any online business development. So our company specially focused on best design.



Website Development

Our Web Development team focused on usage of compact and clean coding by using latest technology.



App Development

We are also provide mobile app development services for several industries in all types of versions like Android, IOS, Flutter.



eCommerce Development

Our company has the team of experienced professionals who provide all types of ecommerce web development.



Powerful Tools

Implement and Analyse your business site from our talented Web development and Web designing team. Grow your business online with us.



Skilled Professional

Our certified resources are professionally competent in handling your online digital marketing needs for better ROI & Business.



Excellent Customer Support

Customer support is our first priority, our Project Managers are available during your working hours to ensure better communication.

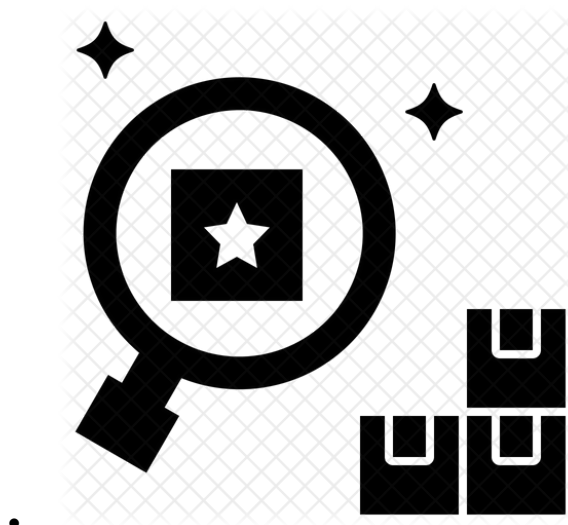


Guaranteed Results

We Provide 100% RESULTS GUARANTEE. Our Team of SEO Experts works for getting top positions on Google, Bing, MSN and Yahoo.



WHY US?



Unique Creations

Innovative, original and smart approach of designing to result an unique creation.



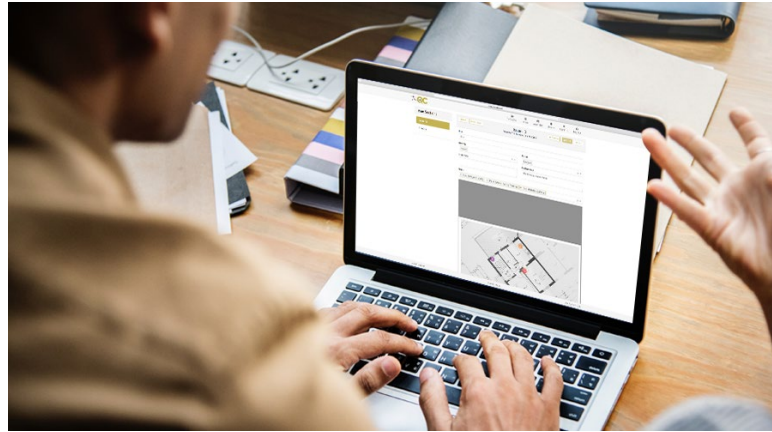
Positive Outcomes

Client oriented research and requirement analysis ensure positive outcome for your business.



Successful Solutions

We convert complicated business concepts into elegant and successful solutions.



WE BUILD A STRONG ONLINE BUSINESS PRESENCE

Innovative, Futuristic and Business Growing Website Designs

As per your unique business needs, our experts craft visually appealing, informative, and effective website design solutions for you. Our outstanding quality yet affordable digital marketing solutions help to build an enviable, impactful and long lasting online presence of your business, which generates more traffic, leads, customers and sales for you, improves your ROI and leads to the achievement of your specific business goals.

ABOUT US

Senpro Technologies is a fast-growing IT Company that provides holistic IT solutions to businesses across geographies. We offer IT expertise in software, website, and application (iOS & Android) development, UI/UX design, and digital marketing.

CHAPTER – 4

RESEARCH METHODOLOGY

The research method of the study explains the systematic way of findings to the predetermined objectives. Moreover this provides the clean path to accomplish and achieve clear solution for the problem stated. The following are the stages through which the research has passed to obtain the conclusions.

Source of data:

For the purpose of the study the following sources of data are used.

Primary data: Primary data refers to the collection of first hand data.

Data is collected through

- Questionnaire
- Observations

Questionnaire: Questionnaire is prepared and circulated to the employees to know their opinion.

Observations: Observations were done during the visits to the organization.

Secondary data:

Secondary data refers to the data, which is not newly generated but rather obtained from.

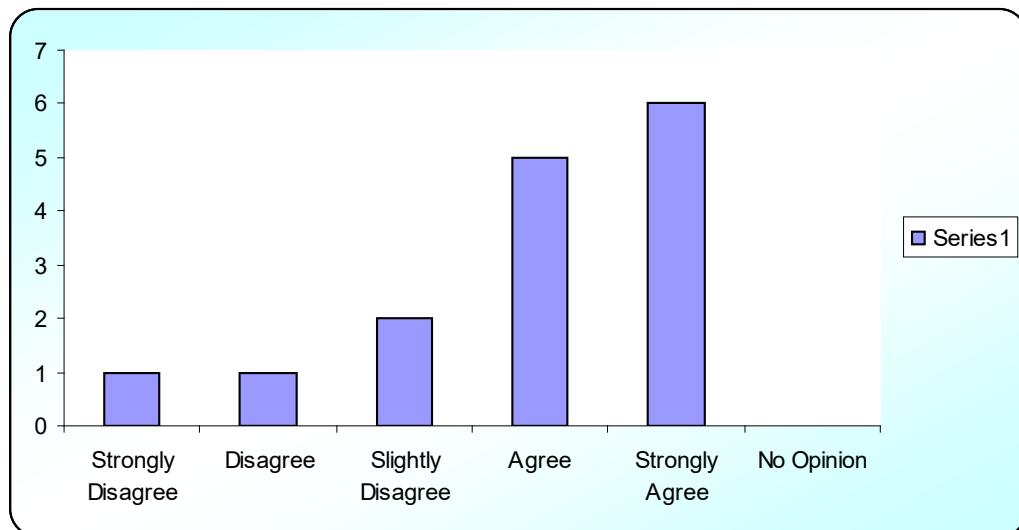
- Published sources.
- Unpolished sources i.e., information about the performance of the company
- Report on the study.
- Review of literature etc.

CHAPTER – 5

DATA ANALYSIS AND INTERPRETATION

1. Does Fun at work happen regularly?

	options	No of respondents	Percentage
a.	Strongly Agree	25	25
b.	Agree	65	65
c.	Neutral	6	6
d.	Disagree	4	4
e.	Strongly disagree	0	0
	Total	100	100

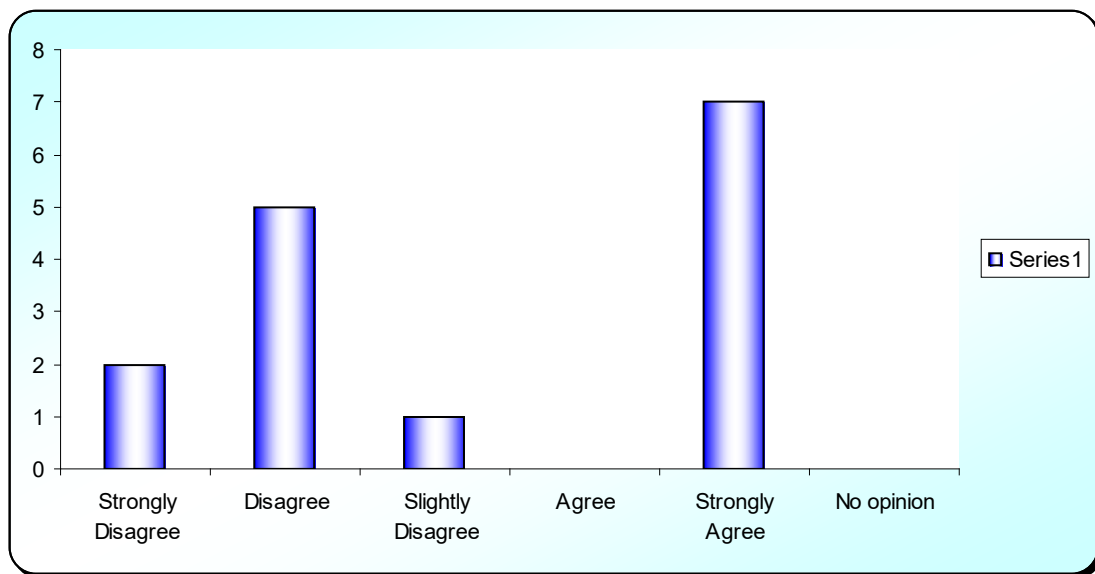


Purpose: Main purpose of asking this question was to see that fun at work activity happens regularly in the team or not.

Conclusion: Most of the believe that it happens regularly in the team.

2. Do I get Feedback regularly from my supervisor for improving my performance?

	options	No of respondents	Percentage
a.	Strongly Agree	25	25
b.	Agree	65	65
c.	Neutral	6	6
d.	Disagree	4	4
e.	Strongly disagree	0	0
	Total	100	100

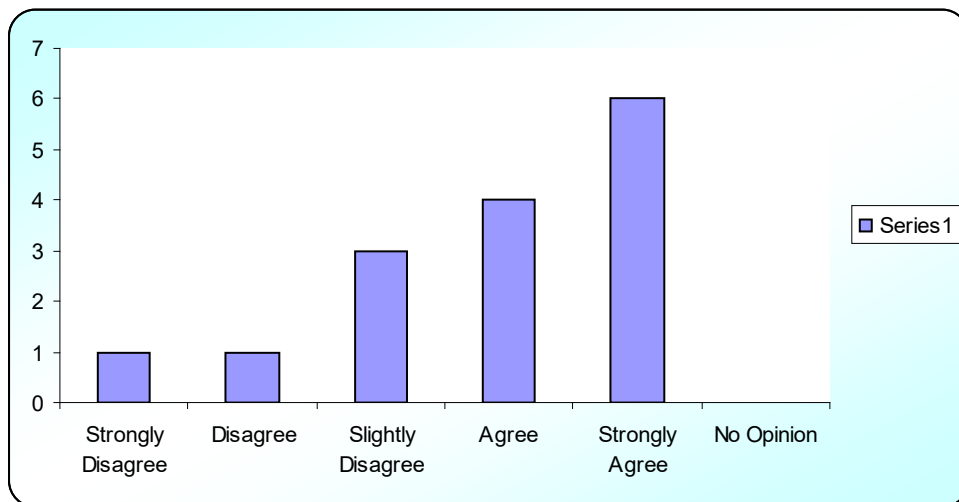


Purpose: The purpose of asking this question was to see whether the supervisor is providing feedback to the employees regarding his performance or not.

Conclusion: Approximately half of the people strongly agree with this statement however there are few who disagree with this statement.

3. Do I feel like coming to office regularly?

	options	No of respondents	Percentage
a.	Strongly Agree	25	25
b.	Agree	65	65
c.	Neutral	6	6
d.	Disagree	4	4
e.	Strongly disagree	0	0
	Total	100	100

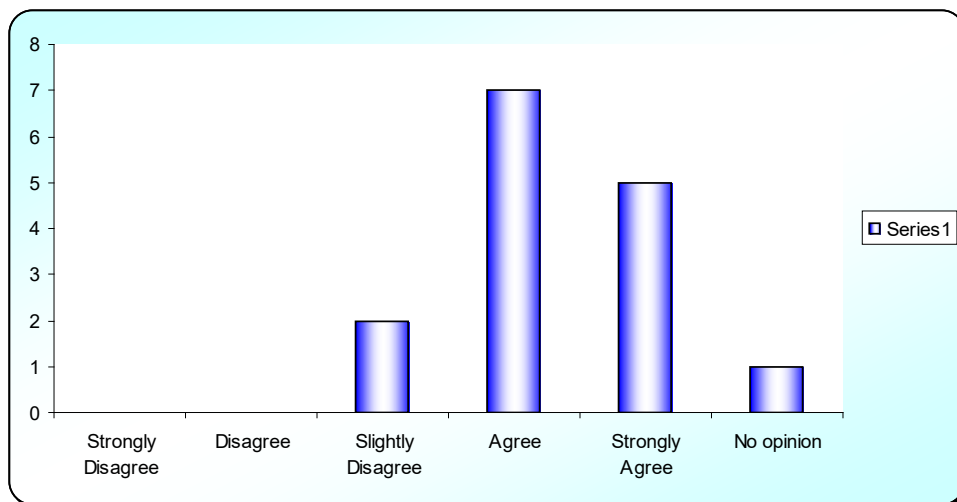


Purpose: Purpose of asking this question was to see that how many people are interested in doing their work.

Conclusion: Most of the Employees want to come to office regularly except few employees.

4. Do I get sufficient opportunities to improve my skills?

	Options	No of respondents	Percentage
a.	Strongly Agree	25	25
b.	Agree	65	65
c.	Neutral	6	6
d.	Disagree	4	4
e.	Strongly disagree	0	0
	Total	100	100



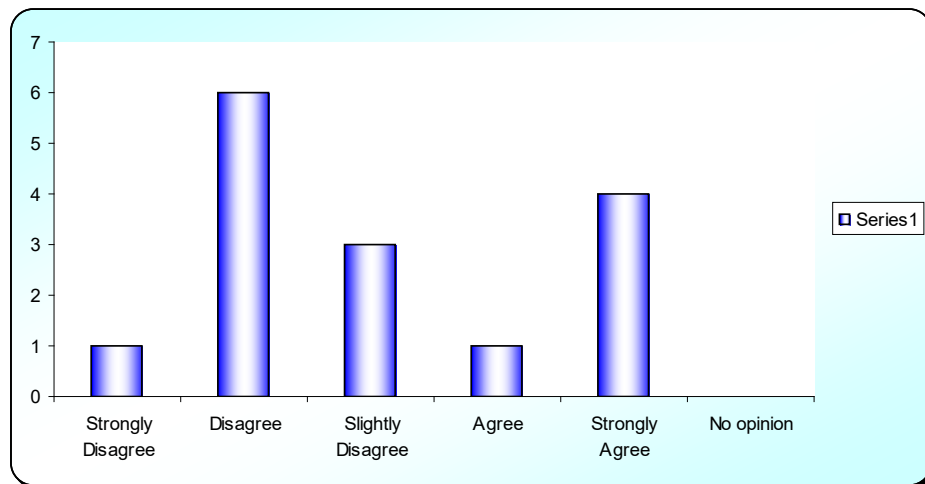
Purpose: Purpose of asking this question was to see that how many employees think that they are given equal opportunities to improve their skills.

Conclusion: There is no employee who disagrees with this statement. There are few employees who slightly disagree with this statement.

Most of the employees think that they get equal opportunities.

5. Do I receive any recognition for my contributions in last 3 months?

	options	No of respondents	Percentage
a.	Strongly Agree	25	25
b.	Agree	65	65
c.	Neutral	6	6
d.	Disagree	4	4
e.	Strongly disagree	0	0
	Total	100	100

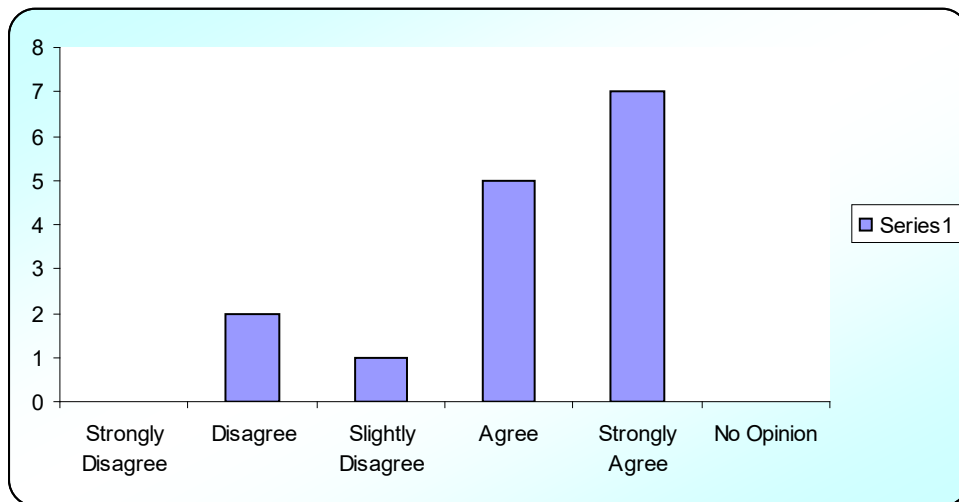


Purpose: The purpose to ask this question was to see that how many employees think that rewards and recognition is given to them for their work.

Conclusion: Half of the employees think that they get rewards and recognition and half of the employees disagrees, strongly disagree and slightly disagree with this statement.

6. Are my thoughts and feelings given due respect at work place?

	options	No of respondents	Percentage
a.	Strongly Agree	25	25
b.	Agree	65	65
c.	Neutral	6	6
d.	Disagree	4	4
e.	Strongly disagree	0	0
	Total	100	100

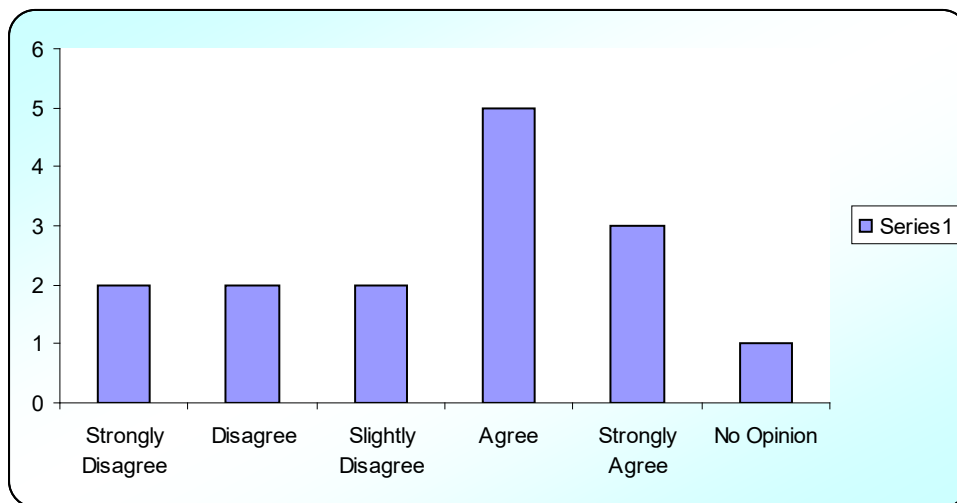


Purpose: Purpose of asking this question was to see that the thoughts of employees are given respect or not

Conclusion: Employees feel that their thoughts are given respect and their thoughts are given value.

7. Does my manager demonstrate a personal commitment to my continuous learning and development?

	options	No of respondents	Percentage
a.	Strongly Agree	25	25
b.	Agree	65	65
c.	Neutral	6	6
d.	Disagree	4	4
e.	Strongly disagree	0	0
	Total	100	100

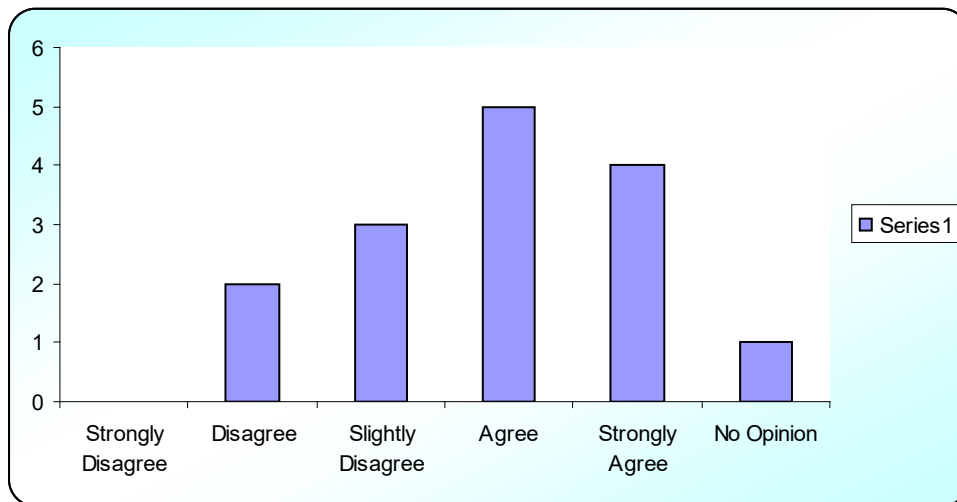


Purpose: Purpose of asking this question was to see that how much commitment is shown by the supervisor for the development of the employee.

Conclusion: More than half of the employees think that the manager shows commitment towards there development.

8. Do I get encouraged to learn from my mistakes?

	Options	No of respondents	Percentage
a.	Strongly Agree	25	25
b.	Agree	65	65
c.	Neutral	6	6
d.	Disagree	4	4
e.	Strongly disagree	0	0
	Total	100	100

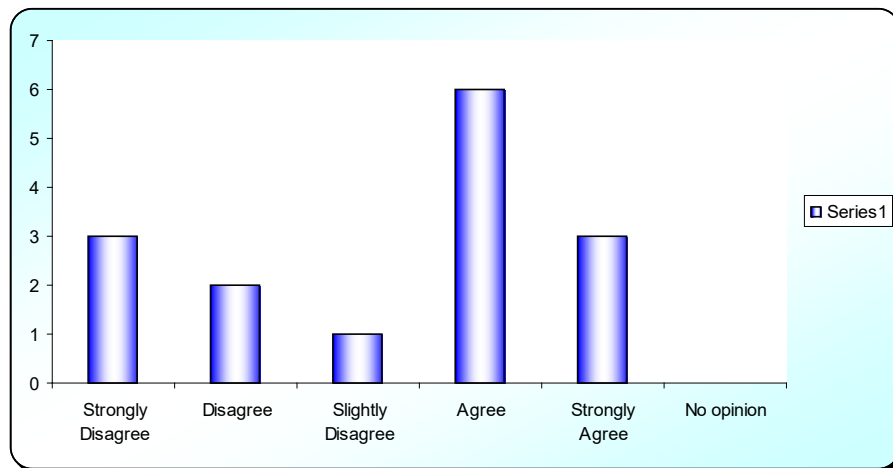


Purpose: Purpose was to see that do the employees get the opportunity to learn from their mistake.

Conclusion: Most of employees think that they get opportunities to learn from there mistakes.

9. Do I enjoy my work?

	options	No of respondents	Percentage
a.	Strongly Agree	25	25
b.	Agree	65	65
c.	Neutral	6	6
d.	Disagree	4	4
e.	Strongly disagree	0	0
	Total	100	100

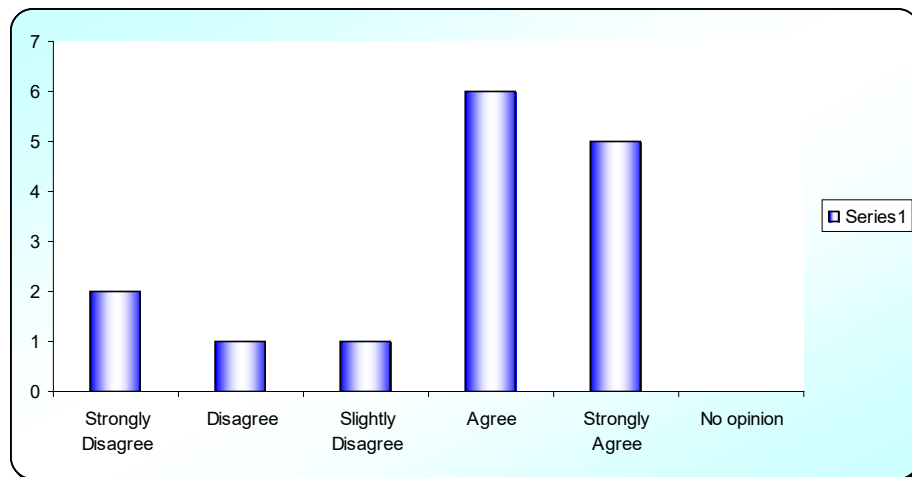


Purpose: Purpose was to see that employees enjoy there work or not.

Conclusion: Most of the employees enjoy there work.

10. Am I aware of the career opportunities that are available to me at my company?

	options	No of respondents	Percentage
a.	Strongly Agree	25	25
b.	Agree	65	65
c.	Neutral	6	6
d.	Disagree	4	4
e.	Strongly disagree	0	0
	Total	100	100



Purpose: Purpose was to see the awareness of the employees about there career opportunities.

Conclusion: Most of the Employees are aware of the career opportunities in SENPRO TECHNOLOGIES.

CHAPTER – 6

6.1 Findings:

- 1. Purpose:** Main purpose of asking this question was to see that fun at work activity happens regularly in the team or not.

Conclusion: Most of them believe that it happens regularly in the team.
- 2. Purpose:** The purpose of asking this question was to see whether the supervisor is providing feedback to the employees regarding his performance or not.

Conclusion: Approximately half of the people strongly agree with this statement however there are few who disagree with this statement.
- 3. Purpose:** Purpose of asking this question was to see that how many people are interested in doing their work.

Conclusion: Most of the Employees want to come to office regularly except few employees.
- 4. Purpose:** Purpose of asking this question was to see that how many employees think that they are given equal opportunities to improve their skills.

Conclusion: There is no employee who disagrees with this statement. There are few employees who slightly disagree with this statement.

Most of the employees think that they get equal opportunities.
- 5. Purpose:** The purpose to ask this question was to see that how many employees think that rewards and recognition is given to them for their work.

Conclusion: Half of the employees think that they get rewards and recognition and half of the employees disagrees, strongly disagree and slightly disagree with this statement.
- 6. Purpose:** Purpose of asking this question was to see that the thoughts of employees are given respect or not

Conclusion: Employees feel that their thoughts are given respect and their thoughts are given values.
- 7. Purpose:** Purpose of asking this question was to see that how much commitment is shown by the supervisor for the development of the employee.

Conclusion: More than half of the employees think that the manager shows commitment towards there development.

- 8. Purpose:** Purpose was to see that do the employees get the opportunity to learn from their mistake.

Conclusion: Most of employees think that they get opportunities to learn from there mistakes.

- 9. Purpose:** Purpose was to see that employees enjoy there work or not.

Conclusion: Most of the employees enjoy there work.

- 10. Purpose:** Purpose was to see the awareness of the employees about there career opportunities.

- 11. Conclusion:** Most of the Employees are aware of the career opportunities in SENPRO TECHNOLOGIES.

6.2 Suggestions:

Today more than ever, organizations rely on the energy, commitment and engagement of their workforce in order to survive and thrive in the twenty-first century.

It is a common understanding of a vast majority of leaders that the employees are a company's most important asset. But in reality, that is only true when the majority of the workforce is fully engaged in their work. If not, they are either adding minimal value or actively working against the organization.

- Put Everyone in the Right Role
- Give Them the Training
- Frequently Discuss Engagement

6.3 Conclusion

Employee engagement is attracting a great deal of interest from employers across numerous sectors. In some respects it is a very old aspiration – the desire by employers to find ways to increase employee motivation and to win more commitment to the job and the organisation. In some ways it is ‘new’ in that the context within which engagement is being sought is different. One aspect of this difference is the greater penalty to be paid if workers are less engaged than the employees of competitors, given the state of international competition and the raising of the bar on efficiency standards. A second aspect is that the whole nature of the meaning of work and the ground rules for employment relations have shifted and there is an open space concerning the character of the relationship to work and to organisation which employers sense can be filled with more sophisticated approaches.

But there is reason to worry about the lack of rigor that has, to date, often characterised much work in employee engagement. If we continue to refer to ‘engagement’ without understanding the potential negative consequences, the core requirements of success, and the processes through which it must be implemented, and if we cannot agree even to a clear definition of what people are supposed to be engaged in doing differently at work (the engaged ‘in what’ question), then engagement may just be one more ‘HR thing’ that is only here for a short time. On a positive note, there is now a wider array of measurement techniques with which to assess trends in engagement and an associated array of approaches to effect some change. Thus, aspiration can more feasibly be translated into action.

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