

Impact of Employee Engagement on Organisational Performance in Bhaarat Industries

E.Vishnu Priya

(Reg No: 17PBM035)

A major Project Report submitted to

Avinashilingam Institute for Home Science and Higher Education for Women,

Coimbatore 641043

In partial fulfilment of the requirements for the Degree of

Masters in Business Administration

(IT Organisation Administration)

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**Signature of the
Guide**

**Signature of the
Head of the Department**

**Signature of the
External Examiner**

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TO WHOMSOEVER IT MAY CONCERN

Dear Madam,

This is to certificate that, **Miss. E. Vishnu Priya (Reg No 17PBM035)** pursuing final year MBA IT Organisation Administration students of Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore. She successfully completed her research project entitled "**Impact of Employee Engagement on Organisational Performance in Bhaarat Industries**" from 24/12/2018 to 24/2/2019.

Her conduct and behaviour during the period was good. We wish her all success in her future endeavours.

Thank you.

Yours faithfully,

For Bhaarat Industries

Managing Director

R. Paneerselvam



ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

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SYNOPSIS

SYNOPSIS

The report is the outcome of the project entitled **“Impact of Employee Engagement on Organisational Performance in Bhaarat Industries, Coimbatore”**

The objective of the study is to find factors that influence employee engagement and to study the impact of employee engagement on organizational performance in terms of Customer Satisfaction and Turnover Intention in Bhaarat. This project also provide suitable suggestions from the analysis outcomes for improving employee engagement to increase organisational performance in Bhaarat Industries

The research design is descriptive in nature and quantitative research was used for data gathering and analysis. The source of data collection is primary data. The data collected from the Employees/staffs in Bhaarat Industries with well-structured questionnaire. The sample size selected for this study is 115 and in probability method, the random sampling technique is adopted.

The data collected with the help of well-structured questionnaire is classified and analysed using the SPSS version 21 software package and Microsoft Excel. The tools used for the analysis of the data are Percentage Analysis, Mean and Standard Deviation, Chi-Square test One Way ANOVA, Correlation and Regression Analysis.

This researcher found that the factors such as Rewards and Recognition, perceived supervisor support and psychological climate positively influence Employee Engagement and it's also proved that there is an impact of Employee Engagement on organisation performance in terms of Customer Satisfaction. The recommendations are made based on the findings.

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INTRODUCTION

CHAPTER I

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Employee engagement is a relatively new term in HR literature and really started to come to prominence from 2000 onwards. Melcrum Publishing (2005) found that from a global survey of over 1,000 communication and HR practitioners 74% began to formally focus on the issue between 2000 and 2004. Employee Engagement is the extent to which workforce commitment, both emotional and intellectual, exists relative to accomplishing the work, mission, and vision of the organization. Engagement can be seen as a heightened level of ownership where each employee wants to do whatever they can for the benefit of their internal and external customers, and for the success of the organization as a whole.

Engagement is all about having a psychological commitment towards the assigned task, which is clearly reflected in his/her dedication towards the work. Human capital can provide a competitive advantage to any organization. In today's competitive scenario, companies can achieve exemplary levels of performance only when employees exhibit an unwavering commitment towards their tasks. Higher productivity, reliability, higher self-motivation, confidence to express new ideas, organizational loyalty, employee turnover, absenteeism and higher levels of customer approval and service quality are some of the characteristics of a wholly engaged employee. Engagement is a state where an individual is, not only intellectually committed but also has a great emotional attachment with his/her job that goes above and beyond the call of duty, to further the interest of the company. An engaged employee shows a lot of enthusiasm towards his work and is happy about his work and above all cares for the future of the organization. In a highly competitive work environment, such engaged employees as act as valuable assets, which ultimately lead to an increase in business performance and lower staff turnover.

Meere (2005) describes three levels of engagement:

- Engaged - employees who work with passion and feel a profound connection to their organization. They drive innovation and move the organization forward
- Not engaged – employees who attend and participate at work but are time serving and put no passion or energy into their work; and

- Disengaged – employees who are unhappy at work and who act out their Unhappiness at work. According to Meere (2005), these employees undermine the Work of their engaged colleagues on a daily basis.

1.1.1 Characteristics of Engaged Employees

According to Robinson, Perryman, and Hayday (as cited in IES, 2003) an engaged employee has the following characteristics

- Engaged employees have an emotional attachment with their job as well as the organization.
- They have trust in the employers of the organization.
- Engaged employees are more committed towards their work as well as the organization also.
- Create a healthy working environment and respect other employees of the organization.
- Cooperate with their colleagues to perform effectively.
- Engaged employees perform beyond the expectation of the employers.
- Perform their work in view of the goals and objectives of the organization.
- Engaged employees make a necessary change as per requirement and keep updated with the knowledge in their field.

1.1.2 Ten C's of Employee Engagement

Crim and Seijts, (2006) have discussed how leaders can engage employees' heads, hearts and hands. They summarize these as Ten C's of employee engagement.

Connect: The managers should value the employees. Employee engagement is positively related to the behaviour of managers with the employees. Therefore employers should properly connect with their employees.

Career: The manager should provide the opportunity for growth and development of the employees. Proper training and induction programme are very important for the career advancement of the employees.

Clarity: The managers must communicate the goals and objectives of the organization. The success of the organisation largely depends upon the clarity of goals and objectives among the employees.

Convey: The managers should discuss the expectation which they want from the employees and provide feedback on the performance of the employees. Effective leaders work daily to improve the performance of the employees.

Congratulate: The employees are getting feedback in the area where they are lacking behind and at the same, they should also be rewarded and recognized on their excellent performance.

Contribute: The employees feel happy and motivated if their works contribute to achieving the organizational goals in a meaningful way. Therefore the managers must discuss the role of the employees in achieving the goals and objectives of the organization. Effective leaders help employees to see and feel how they are contributing to the organization success and future.

Control: Control is a very important function of management. It is processed to check whether the organisation is running in the desired direction or towards its goals and objective. The leaders should have the quality to control the organization.

Collaborate: When employees work in a group and have trust and cooperation of their group members, they perform best. Good leaders are team builders, they create an environment that fosters trust and collaboration.

Credibility: Leaders should struggle to maintain the organisational image and show high ethical standards. People want to be proud of their jobs, performance and organization.

Confidence: Good leaders help to create confidence in the organization by developing high ethical and standards performance.

1.1.3 Employee Engagement

Bakkar and Scheufeli, (2008) have defined the term employee engagement that “it is a psychological state where employees feel a vested interest in the organizational success and perform to a high standard that may exceed the stated requirements of the job.” According to Sharma and Anupama, (2010) employee engagement is the level of commitment and involvement of the employees towards their organization and its values. Kahn (1990) says that in engagement, people employ and express themselves physically, cognitively and emotionally during their role performances.

1.1.4 Employee Engagement Approaches

Employee engagement approaches are categorized into two sections. The first section deals with the approaches for new employees while the second section discusses the approaches for all employees. The feature of each differs from one another.

→ Employee Engagement Approaches for New Employees

It is the responsibility of HR managers to introduce best practices in recruitment and selection stage:

- Recruitment of right person and giving them a real job according to the area of interest of that employee.
- A strong induction and orientation programme should be organised for new employees so that they can do their work easily. It helps the new employees to interact with the employees already working in the organization and learn acceptable behaviour within the organization.
- Rigorous training and development programmes from technical to soft skills to leadership should be provided to the employees.
- Development programmes should be organized by the human resource department of the organization.
- Regular technical/soft-skill updates should be discussed in the organization.
- Certification programmes to drive people towards excellent performance should be conducted.

→ Employee Engagement Approaches for all Employees

As discussed initial recruitment and induction, employee engagement activities can be broken into a number of groups. These include:

- Communications activities within the organization.
- Proper reward schemes on excellent performance.
- Activities to build the culture of the organization.
- Team building activities.
- Leadership development activities.

1.1.5 Barriers of Employee Engagement

Hauck (2011) reported that improper performance appraisal and lack of skills in the managers are barriers to employee engagement. Sales Benchmark Index (2014) has candidly discussed that income inequality, job insecurity and work life imbalance are major barriers of employee engagement. The typical pay for performance policy is also a barrier to employee engagement (Hauck, 2011).

Other key barriers to employee engagement may be as follows:

- Poor leadership and ineffective management of manpower in the organization is the major cause of turnover or absenteeism of employees.
- Unhealthy working environment within the organization.
- Improper communication or lack of proper communication also contributes to a negative work environment in the organization.
- Lack of cooperation among the employees and employer also.
- Lack of support from the employers or organization.

1.1.6 The impact of Employee Engagement on Organisational Performance

Various scholars ascertained that employee engagement does influence organisational performance (Markos and Sridevi, 2010; Devi, 2017; Wellins and Bernthal, 2015; Kazimoto, 2016; Alagaraja and Shuck, 2015). Markos and Sridevi (2010) viewed employee engagement as having a positive influence on organisational performance, stating that the more engaged employees are, the better the organisation performs and has a positive influence on performance outcomes such as productivity, profitability, employee retention, safety and customer loyalty. Devi (2017) shared the view however argued that organisations could improve various business functions by using employee engagement as a strategic tool. Wellins and Bernthal (2015) posited that a positive work environment encourages employees to be driven and perform exceptionally to improve levels of productivity, profitability, the delivery of superior products or services and the better utilisation of organisational resources. Kazimoto (2016) proposed that managers placed a greater focus on financial factors to drive performance. Alagaraja and Shuck (2015) identified a third link being alignment and argued that a state of engagement is only realised through the organisation ability to drive alignment at all levels namely, individual, team, intergroup and organisational levels.

1.2 INDUSTRY PROFILE

Grinder is a household appliance used for preparing the batter, out of which “idlis” and “dosas” are prepared. Rice and dhal are the main raw materials used in the preparation of the batter. Idlis and dosas are the common breakfast in South India. These are becoming famous in North India also. These items are taken along with many side dishes such as “chutneys”, “sambar” and other non-vegetarian items. Before the invention of the mechanical grinders hand operated grinding stones were used for making this batter. Mr. Sabapathy and Others invented mechanical wet grinder around the year 1955 in Coimbatore. Till then many different types were invented by introducing different attachments for making it user friendly.

Coimbatore has emerged as the natural wet grinder industry cluster due to the availability of the natural stones suitable for wet grinders nearby. Moreover, Coimbatore is one of the leading industrial cities in India. Many engineering and fabrication units, functioning in and around Coimbatore, had started manufacturing wet grinders. Foundries, mechanical fabrication units and electroplating units in and around Coimbatore supported this cluster for its development.

1.2.1 National Level Scenario

About 1 lakh grinders are being manufactured every month in India. Out of these around 75,000 are produced in Coimbatore alone. The total turnover of this industry is estimated to be around Rs. 300 crores per annum. Coimbatore cluster’s contribution is around Rs.225 crores per annum. About 80% of these wet grinders are being sold in the 4 southern states viz Tamil Nadu, Andhra Pradesh, Karnataka and Kerala. Remaining 20% is being sold to people living in other states of India.

There are approximately 730 units in Coimbatore, involved in the manufacturing of wet grinders and their components. These units are located within a radius of 25 km from the center of Coimbatore. It is estimated that this industry provides employment to 20,000 persons directly and 50,000 persons indirectly. Many of the raw materials except the stone are being supplied from various parts of India. The finished product is transported and distributed to various cities through dealers and agents.

Various types of wet grinders are available in the market. The most popular type is known as “Conventional Type”. This was the first mechanized grinder type invented during the 1950’s. This type accounts for about 60% of the total wet grinder production. With a slight change in the design to make it user-friendly, the Shantha Wet Grinder unit invented the “Tilting Type” during

1980. At present this type accounts for about 10%. In 1995, a medium scale industry known as ELGI industries invented: “Table Top Type”. This type occupies smaller space compared to other types. Housewives find it convenient to handle and use. The maximum capacity in this type is 2 litres. This type accounts for about 20% in the market. The commercial types starting from 3 litres capacity to 40 litres capacity share the remaining 10%. A few special types of the wet grinder are also manufactured for specific purposes. These are used in pharmaceutical, chemical and other industries for grinding chemicals, herbs, drugs, etc.

Prior to the invention of mechanized wet grinders, manual grinding stones were used for preparing the batter. The batter is prepared by the grinding action of a large stone, holding the ingredients in a pit, in which another stone of smaller size is rotated. These movements were mechanized by using an electric motor. In the conventional type, the large stone is rotated with the help of a pulley and belt mechanism. The smaller stone is held inside the pit using an arm-set mechanism.

In the tilting type, the bigger stone was converted into a flat stone of 2-inch thickness. The smaller stone was changed to roller types of 2 or 3 stones. This was made in 2 shapes: cylindrical as well as conical types. The drum was provided with a mechanism for tilting and taking out the batter easily. This helps the users to remove the batter quickly. In table top type, the drum was made detachable and is smaller in size. After the grinding action, the drum can be detached and kept in a fridge after fermentation. This type occupies smaller space compared to the other types and saves space in the kitchen. Also, it consumes less power compared to other types.

1.2.2 Coimbatore City Has Good Linkages

The grinder industry is largely confined to Coimbatore because of the fact that the stone used is exclusively available only in this region. The Indian government is planning to get Geographical Indication for Coimbatore wet grinders. That is very popular in Indian kitchens and is used to make pastes from grains and lentils.

The city is well connected with all major industrial cities in India mainly with Chennai and Bangalore, which is around 500 and 350 km respectively. It has good rail and air links with all major industrial cities. The leading transport carriers in India have their offices in the city. It is equipped with a railway junction and airport. The nearest seaport is Cochin in Kerala, 200 km away. Another port at Tuticorin, Tamilnadu, which is 300 km away, is also catering to the needs of the exporters.

1.3 BHAARAT INDUSTRIES

Established in the year 1979, "Bhaarat industries" is one of the leading manufacturers and suppliers of a range of precision engineered Wet Grinder. Their range of user-friendly products is fabricated as per the international quality standards. They make sure that our products offered to our clients are dependable and cost-effective as they are the result of rigorous research and modern manufacturing facilities. One of the main assets is their highly skilled team of competent and experienced staff, who work in coordination with each other in achieving the vision of complete customer satisfaction. They understand every client's requirement and offer them customized solutions as per their specifications.

Having an industrial experience of 40 years by offering a wide range of wet grinders. Our extensive range includes Elegant, Tilting Grinder, Stainless Steel Finish, Low Voltage Grinder Motor and Mica Finish with effective & timely delivery and also catering to the requirements of various hotels and kitchen industry.

In addition, their admirable achievements in the wet grinder designing and development sector have enabled us to attain the membership of COWMA, also known as Coimbatore Wet Grinders and Accessories Manufacturers Association. Bhaarat Industries, always look for excellence in competitive prices, timely delivery, quality and superior customer service. Our approach is customer focused and believe in making long term relations and not just clients.

1.3.1 Company Profile

Company Name	:	Bhaarat Industries
Year of Establishment	:	1979
Managing Director	:	R. Paneerselvam
Nature of Business	:	Exporter / Manufacturer / Industry Supplier
Address	:	No.7 Ramakrishnapuram, Near Ponnaiyarajapuram
Production Method	:	Machine and Manpower
GSTIN	:	33CFXPK7409D1Z8
E-Mail	:	Contact@Bharatgrinder.Com
Exporting Country	:	Sri Lanka
Number of Employees	:	133 in Coimbatore
Product	:	All Types of Grinders and Grinders Motors
Area	:	8000 Sq.f

1.4 STATEMENT OF THE PROBLEM

In every company, effective organisation outcomes depend on employees/workforce. Therefore to identify the disengaged or burnout employees is very difficult to manage. To address this problem, more research that focuses specifically on the engagement levels of works in human services occupations is necessary. Due to its increasing importance, there is a need for research to find employee engagement among employees in order to improve organizational performance in Bhaarat industries.

The research focuses on the following research questions to understand employee engagement and its relationship with organizational performance

- What is the level of employee engagement in Bhaarat Industries?
- What are the factors that influence employee engagement in Bhaarat Industries?
- What is the impact of employee engagement on organisational performance?

1.5 OBJECTIVE OF THE STUDY

- To study the level of employee engagement and performance parameter in Bhaarat Industries.
- To analyse the level of employee engagement with the demographic Profile of the employees.
- To assess the relationship between various factors that influence employee engagement in Bhaarat Industries.
- To study the impact of employee engagement on organizational performance in terms of Customer Satisfaction and Turnover Intention in Bhaarat Industries.
- To provide suitable suggestions for improving employee engagement to increase organisational performance in Bhaarat Industries.

1.6 SCOPE OF THE STUDY

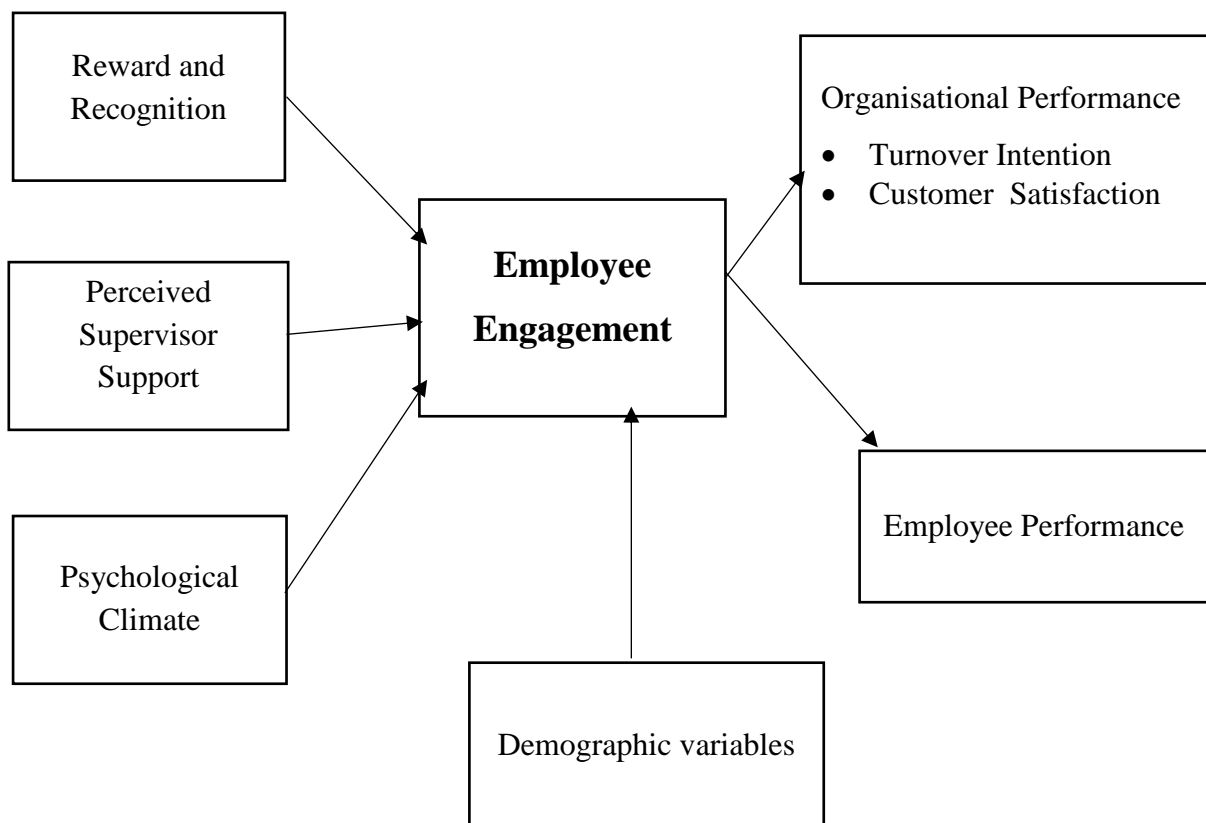
The results of the current study can be used by organizations to develop policies, practices, and strategies that would enable a higher level of employee engagement and create greater efficiencies in meeting strategic business objectives.

1.7 LIMITATION OF THE STUDY

- The study is conducted for a short period and so in-depth analysis is not possible.
- The study is restricted to Bhaarat Industries in Coimbatore only and the findings may not be applicable to other organisation.
- There is no equal gender representation due to unequal distribution of male and female employees.

1.8 CONCEPTUAL FRAMEWORK

The conceptual framework provides the structure to carry out the research. Name, Age Group, Educational Qualification, Department, Designation, Monthly Income and Work Experience are the Demographic variables and Reward and Recognition, Perceived Supervisor Support and Psychological Climate are the Independent variables, Organisation Performance (Customer Satisfaction and Turnover Intention) and Employee Performance are the Dependent variables.



1.9 HYPOTHESIS OF THE STUDY

In order to achieve the objectives of the study, the following hypothesis is formulated.

H₀₁ There is no significant association between age and overall satisfaction in Bhaarat Industries.

H₀₂ There is no significant difference between the level of employee engagement and demographic profile.

H₀₃ There is no relationship between reward & recognition and employee engagement.

H₀₄ There is no relationship between perceived supervisor support and employee engagement.

H₀₅ There is no relationship between psychological climate and employee engagement.

H₀₆ There is no association between employee engagement and customer satisfaction.

H₀₇ There is no association between employee engagement and turnover intention.

1.10 OPERATIONAL DEFINITIONS

Employee Engagement

Employee engagement a positive attitude held by the employees towards their organization and its values. Otherwise called as work engagement. Employee engagement includes the level of commitment and involvement of an employee.

Organisation Performance

Organizational performance involves analysing a company's performance against its objectives and goals. Employee engagement influence positively and encouragement to staff towards organization performance.

Reward and Recognition

Reward and recognition may be defined as something given to anyone by the organization because of his/her contribution to the organization. It motivates the employees towards their job and inspires them to perform their work most effectively and efficiently.

Perceived Supervisor Support

Perceived supervisor support is a view of employees that what degree of importance does supervisor give to the employee's performance, caring of employee's well-being, and benefits. The supervisor performs the duty of guiding the employees and evaluating their performance.

Psychological Climate

Psychological climate is an employee perception about organizational environments including structures, processes and event. It is the degree to which employees feel that the organizational environment is safe enough to influence their motivation and effectiveness.

Customer Satisfaction

Customer satisfaction is concerned with how well the expectations of a customer about a product or service provided by the organization have been met.

Turnover Intention

Turnover intention is concerned with employee personal probability that he/she has planned to leave the organization in the near future. The employee who is thinking about quitting the present job.

Employee Performance

When an employee is hired by an organization, standards are highlighted and include employee performance expectations & the tasks the employee will be responsible. Employee's performance is a rating system used to determine the abilities and output of an employee.

1.11 CHAPTER SCHEME

This project deals with five chapters:

Chapter I deals with the introduction of the study. It includes the background of the study, industry profile, Introduction of bhaarat industries, statement of the problem, objectives of the study, scope of the study, limitations of the study, conceptual framework, and hypotheses of the study, operational definitions and chapter scheme.

Chapter II deals with the literature review. This includes a review of existing studies; evaluation and findings.

Chapter III focuses on the methodology. This involves the various approaches that will be used during the research. It includes research design, nature of data, population, sample design, sampling technique, sampling size and tools used to analysis.

Chapter IV deals with analysis and interpretation and various statistical tools used for testing the hypotheses, to study the level of employee engagement and performance parameter of the employees, it includes to analysis the level of employee engagement with the demographic Profile of the employees, it show the relationship between various factors that influence employee engagement and impact of employee engagement on organizational performance in terms of Customer Satisfaction and Turnover Intention.

Chapter V elucidates the major findings of the study, followed by the conclusions, suggestions and directions for future research. The findings are based on demographic characteristics of the respondents and also on hypotheses testing. On the basis of findings, some suggestions are given by the researcher in order to improve employee engagement on organisation performance inside the organisation.

REVIEW OF LITERATURE

CHAPTER II

REVIEW OF LITERATURE

INTRODUCTION

A review of literature helps the researcher to have a detailed knowledge about the area of the study and enables him to get a clear picture of various aspects of study. Various studies carried out elsewhere by others on the related aspects could be reviewed and the researcher could understand the various dimensions of a particular study undertaken. It would also help the researcher in filling up the gap in a particular area of research and would also help him in exploring the possibilities of further research on related aspects of the subject of study. In this chapter, an attempt has been made to discuss the review of past studies.

Erajesvarie Pillay, Dr. Shamila Singh (2018) study examines the impact of employee engagement on organisational performance. Target short-term insurance brokerage and location in Gauteng. Interviews were conducted to gain insights into the factors that affect employee engagement and the data was gathered and analysed using thematic analysis. The study revealed that low engagement affected commitment and motivation levels of staff and low employee engagement levels were produced by job design, ineffective communication, management approach, participation and incentives in the form of recognition. Finally Indicated that employee engagement does influence organisational performance.

Kotresh Patil, Ravishankar S Ulle, et al., (2018) this study examine the impact of Employee Engagement on Organisational Performance & Effectiveness & to understand the engagement practices at Bhoruka Extrusion private limited. This study taken 7 factors (Work activities, People, Opportunities, Rewards and recognitions, Communication, Company practices, Quality of work life) The findings reveal all the factors are highly significant between them and those are influencing more on Employee Engagement and study emphasized the impact of employee engagement on Organisation performance and effectiveness.

Roheel Jain and Dr. Balu.L (2018) their study find the impact of employee engagement on job satisfaction at Ultratech Cement Ltd- HCW, plant at Hirmi. The factors under employee engagement such as basic needs, management support, teamwork, and growth have a great impact on the satisfaction level of the employees. The results of the study show that there is a strong relationship between the variables of employee engagement and job satisfaction also employee engagement has a positive impact on job satisfaction of the employees.

Chitra C N and Dr. Munivenkatappa (2017) this study discusses the relationship between gender and employee engagement, marital status and employee engagement, the age of the employees and engagement as well as the position held and employee engagement among electronic sector employees based in Bengaluru who are working for defence projects. Findings evident that all the components of employee engagement have a positive and significant relationship with the business outcome and there is a significant relationship between Employee Engagement and Organizational performance and the organisation must constantly concentrate on significant strategies to build engagement levels among employees.

Dr. D Govindappa and V Manjula (2017) this study is attempted to analyse the relevance of engaged employees for the growth and development of organisation and its success of TATA Advanced Materials Ltd. The study uses the 6 Cs of employee engagement out of 10 Cs defined by Gambler (2007) to measure employee engagement and outcomes of employee engagement at their workplace. The aim of this study is to find the employee engagement and its impact in manufacturing sectors and found through 6 Cs parameters like Clarity, Confidence, Convey, Connect, Credibility and Career, the employees are agreed with these parameters to improve the purpose of effective employee engagement in the organisation and also the organisational and employee outcomes through effective employee engagement.

Dr. Ikon M.A and Chukwu Anthonette Chika (2017) stated to analysis employee voice affects turnover intention of an employees in the selected private universities location in Delta State. Pearson's Correlation was used to analyse the data and the researchers concluded that there is a significant positive relationship between employee voice and turnover intention of employees in the selected private universities in Delta State. This implies that when employees have a voice on matters that affect them in the organisation; it, however, increases employees desire to stay in such an organisation.

S. Lakshminarayanan and P. Ezhilarasi (2017) argued that Employee Engagement is indeed an effective tool to rejuvenate the workforce and keep them stress-free. An engaged employee is a productive resource to the organisation where he/she works. Attempts to study the Employee Engagement and its effects on Employee Retention in the Automobile Industry. The study has established that there is a strong positive relationship between employee engagement and employee retention and loyalty towards the organisation. The study has also identified some factors that propel the Employee Engagement in Automobile sector - Effective Communication (between superiors and subordinates), Career Development, and Recognition. Its proved that support for career development drive factor for employee engagement.

H.M Liyanage and Prasadini Gamage (2017) study examines the factors influencing the employee engagement in case of Generation Y (who were born after 1980 are known as Generation Y otherwise called as millennials or new generation) employees in a KPO company. The statistical results indicate that career growth, supervisor behaviour, work content, and work-life balance have a positive relationship with the employee engagement of Generation Y employees.

Dr. Mini Amit Arrawatia and Shailly Dixit (2017) this research attempt to explore how employee engagement could measure and track successfully. Goodness-of-fit Test and KMO and Bartlett's Test tools used and the result shows that Increasing engagement in employees has become the highest priority because when employees get engaged then adopt the vision values and purpose of the organization they are working.

Stephen G. Cheche and Stephen M.A. Muathe, et al., (2017) stated that empirical investigations on the mediating role of organisational commitment on the relationship between employee engagement and organisational performance. The targeted population selected state corporations and location in Kenya. The result indicates that employee engagement influences organisational performance and that the relationship is partially moderated by organisational commitment.

Dr. V.Uma and Dr. A. Ramya, et al, (2017) their study is conducted to measure the level of employee engagement and location in Sueeraa Alloys Global Private Limited. Employee engagement should be a continuous process of learning, improvement, measurement, and action. From statistical tools and technique like chi-square and correlation, they have found that there is no relationship between Remuneration and recognition of the respondents & there is a significant relationship between remuneration and the age group of the respondents. Effective employee engagement strategies are required to be imparted to improve the level of employee engagement at Sueeraa Alloys Global Private Limited.

Arumugam R and Arulkumar S (2016) their study defined employee engagement depends upon employee's Involvement, commitment, and Organizational Practices. Also, it has an impact on employee's performance, study location in Chennai and targeted automobile industry employees. The data were analysed and tested using Correlation and Regression analysis and from the result, it observed that there is a positive correlation between all dependent variables and Involvement and proves there is a significant relationship between Leadership, Attitude, Career development, Pay benefits and Job satisfaction with Involvement.

Dr. M. Geeta and Dr. P. Vijaya Lakshmi (2016) this study was carried out to determining the effect of components on employees Engagement at work among employees of selected bank units of AP. Employee engagement is about building a truly great relationship with the workforce. Banking sector of Andhra Pradesh, India is the target population of this study. A highly engaged workforce will definitely make an organization more successful in terms of financial & nonfinancial parameters. It's proved that Training and career opportunity is one of the influencing variable towards employee engagement.

J. Komala and Dr. R. Prabhu (2016) the study highlights the importance of employee engagement and also analysed the influence of attitude towards the job and various demographics of employees on engagement in BPO industry, Coimbatore. The data were analyzed using a t-test, ANOVA, and Regression techniques. The results showed that job factor is one of the main determinants of employee engagement among demographic variables and there is a strong significant relationship between employee engagement and employee attitude towards the job. Regression analysis predicts, among all the independent variables Job is more contribute to employee engagement.

Nivedha.S and Guru.P (2016) this study explains how the employees are highly engaged with their work by the reward or recognition given to them at Tamilnadu Newsprint and Papers Limited (TNPL), Karur. The data collected were analysed using Chi-Square Test, One - Way ANOVA and Correlation. The study reveals that the engagement of employees towards their job in TNPL, karur in the higher level. Especially, it increases their engagement level by giving recognition, encouragement and the overall engagement level of the employees increases the profit in the industry of TNPL.

Paluku Kazimoto (2016) examined that the study analyses factors on employee engagement and performance in retailing business enterprises. Targeted Population-focused on the employees in the 20 retails organizations and carried out in Wobulenzi - Luweero City, Uganda. Pearson correlation was applied for testing hypothesis and the study founded that the association between employee engagement and job satisfaction, there is no relationship between employee engagement and job assignment, which is an important key factor for organization performance. The results reveal that job assignment is critical for engaging employees to ensure organizations longevity and profitability. In analysis of engagement parameter it's proved very committed in control over the job from study.

Dr. Pratima Sarangi and Dr. Bhagirathi Nayak (2016) attempted to analyse the engaged employees for the growth and development of organisation and its success. 6 Cs has been taken as major parameters with five questions each and total thirty questions are designed for the questionnaire survey using Likerts five-point scale. The study used 6 Cs of employee engagement out of 10 Cs defined by Gambler (2007) to measure employee engagement at their work-place. Result found through our 6 Cs parameters like Clarity, Confidence, Convey, Connect, Credibility and Career, the employees are agreed to improve the purpose of effective employee engagement in manufacturing companies.

V. Vijay Anand, C. Vijaya Banu, et al., (2016) their study defined Employee engagement is the key variable that brings employee and the management closer. There are many factors that influence Employee Engagement along with demographic factors. The researchers have identified some of the variables and were grouped into a factor as 9 Individual factors. The study results, there is a positive relationship between the factors viz. organisational and group factors with Employee Engagement and researchers found that the factors such as Job, Rewards and Recognition, Opportunities, Teamwork, Immediate supervisor and Communication positively influence the Employee Engagement. Employee Engagement is the key factor that leads to the success of the organization. Thus Employee Engagement is important for employee retention and loyalty.

Bhavani SA, Sharavan et al., (2015) this articles defined Employee engagement is a key business driver for organizational success. Every organization wants to gain competitive advantages over others and employee engagement is the best tool for it. Target Automobile Industry is JK tyres. And it concluded that Employee engagement is a process which contains of various aspects, Employees who believe that their employer cares about their health and wellbeing are more likely to be loyal and stay in their work for longer.

Brenda Beryl Achieng Otieno, Esther Wangithi Waiganjo et al., (2015) their study explained the effect of employee engagement on organization performance in Kenya's horticultural sector. Inferential statistics such as correlation and regression analysis were used to test the relationship between employee engagement and organization performance and the study found that there is a positive significant relationship between employee engagement and Organization performance.

Deepa, M. and Premlatha, D (2015) they examine that to gain an understanding of employee engagement measures, factors affecting employee engagement, practices to improve employee engagement within the organisation, location in Coimbatore. From statistical tools and technique like chi-square and correlation they have found that there is a relationship between employee engagement and team & co-workers with positive correlation and employee engagement with commitment & involvement, another finding Age, Qualification, Department, Years of experience and Experience in the current company have no association with the employee engagement.

P Jeevitha and Dr. Rajeesh Viswanathan (2015) their study find the relationship between Employee Engagement and productivity. The respondents targeted IT and ITES sector employees and located in Chennai and Bangalore. From statistical tools and technique like regression and correlation, they have found that there is a relationship between employee engagement and productivity and so the productivity of the organisation is influenced by employee engagement.

Maha Ahmed Zaki Dajani (2015) founded that engagement gap grew more in importance amidst the waves of ongoing recession and resource scarcity battles prevailing in the Middle Eastern Region in Egypt particular. Inferential statistics such as Pearson correlation matrix and regression analysis were used to studies the impact of employee engagement on job performance and organisational commitment. For data collection survey questionnaire was developed and validated. The result indicated that the mediation effect was confirmed. Employee engagement had significant impact on job performance, but less impact on organisational commitment.

Dr. A. Selva Rani and K. Punitha (2015) this study examine the levels of employee engagement and its impact and further find the various factors influencing employee engagement. Statistical tools like Percentage Analysis, Chi-Square and Karl Pearson Correlation used for analysis and the researcher conclude that employee engagement in Chettinad Cement Corporation Limited, puliyur, Karur is at satisfactory level which is an appreciable factor in the private sector.

Anusha Sridhar and Dr. T.Thiruvankadam (2014) study focuses on the impact of Employee Engagement on Organizational Citizenship Behaviour because Engagement is often related to productivity and Turnover. But less importance is given to the Behavioural impact of Employee Engagement. So Analysis the level of Engagement in a construction organization located in Chennai and its impact on Organizational Citizenship Behaviour. Statistical tools like Regression and Correlation were used and Percentage Analysis was done. The study reveals that there is a very significant relationship between Employee Engagement and Organization Citizenship Behaviour.

Peter Sibanda, Taruona Muchena and Farai Ncube (2014) in their studies founded that research analyses employee engagement as a precursor to unlocking organisational performance. The study targeted single public sector organisation and location Zimbabwe (shortly Zim-PSO). The organisation operational and people challenges is essentially locked in underperformance, which, it is argued, could improve as employee engagement levels also improved. A thematic analysis method was used to interpret, analysis of findings was done thematically and finding reveals low levels of employee engagement that consequently result in a below-standard performance amongst the majority of employees. Attempts have been made to improve the work climate and motivation of employees, but the interventions are still insufficient.

Dr.Vishal S.Rana and Yateen S.Nandanwar (2014) The study outlines key elements of the business case that can help persuade top management of the contribution engaged employees to make to organizational Performance and Highlights responsibilities in workplaces for promoting employee engagement programme and suggests what employers need. Findings, researcher has noticed that some of the employees are illiterate and they want to participate but they cannot because of less confident and less motivated. Employees want more facilities from management such as gifts, incentives, bonus etc. when they participate in various programs and company also work on these ways to encourage their employees. Recreational tour is proved to be a suitable employee engagement Practice for increasing the motivation of the employee.

P.Karthikeyan, N.Devi et al., (2013) their study is to examine and gain a better understanding of the factors that influence employee engagement. Using Pearson Correlation Coefficient analysis, one way ANOVA (Analysis of Variance) and it conclude that there is a significant relationship between the five factors with the Employee Engagement. Among all five factors three factors Compensation benefit, Leadership and Organization's Culture are found to be the most influencing factors to employee engagement among the employee working in the construction sector.

P.Manonmani, Prof. Mark J, et al., (2013) this research study is an effort to understand how employee engagement is associated with employee job satisfaction and how on employee loyalty leads to the better workforce and affect its loyalty. The results show that majority of employees are complying with the organization which brings maximum involvement of the employees and in turn retaining is not impossible.

Neeta Bhatla (2011) her study outlined the concept has evolved and help to identify past and present states as well as provide a depth of understanding, context, and insight. This historical perspective will help develop informed strategies of practice as well as provide a solid foundation for future researchers to build on. Organizations are on the hunt for people who are generally enthusiastic to come to work every day and are highly passionate about their work. The objective is to improving employee engagement practices targeted to private sectors (ICICI and HDFC bank). The study concluded that organizations and employees share a symbiotic relation, where both are dependent on each other to satisfy their needs and goal. Therefore employee engagement is not a onetime exercise, but process of learning, improvement and action. Measuring employee engagement coined to identify employee engagement with work and trust in the company leading to action plans for forming a truly engaged workforce that creates internal value, promises organizations of employment stability and in effect, positions organizations for nonstop development and success.

RESEARCH METHODOLOGY

CHAPTER III

RESEARCH METHODOLOGY

According to red mane many “it is a systematical effort to gain new knowledge”

Research is search for knowledge and its scientific and systematic search for information on a specific topic. It includes testing, verification, classification, organization and the orientation which include prediction and application. This chapter deals with the methodology adopted while conducting this research. It starts with the research purpose, research strategy and research approach.

3.1 RESEARCH DESIGN

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevant data to the research.

Research design that has been used for the study was descriptive research design because the study includes survey and facts-findings and enquiries of different kinds. The major purpose of descriptive research is description to state of affairs that exists. Quantitative research was used for data gathering and analysis.

3.2 NATURE OF DATA

The study was based on primary data. The data sources are collected through well structure questionnaire method. Both Primary and secondary data have been collected for the study. Data is presented in form of tables and graphs.

3.2.1 Method of Data Collection

- Primary Data were collected from the employees of Bhaarat Industries, Coimbatore. Primary data was collected with the help of a well-structured questionnaire from 115 employees.
- Secondary Data was collected from published data like various articles from scholarly journals and books.

3.3. PERIOD OF STUDY

The study attempt to analyses the Impact of Employee Engagement on Organisational Performance in Bhaarat Industries, Coimbatore conducted for a period of three months (January to March 2019).

3.4 POPULATION

Total population 153 employees are working in Bhaarat Industries. From the population 133 Employees are working in Coimbatore, 15 Employees are working in Kerala and 5 Employees are working in Sri Lanka.

3.5 SAMPLING DESIGN

A sample design is a definite plan for obtaining a sample from the given population. Sampling design with the method of selecting items to be observed for the given study. The sample size is determined before data are collected.

3.5.1 Sampling Technique

Random sampling technique was adopted in this study which is probability sampling.

3.5.2 Sample Size

The sample size 115 employees are selected randomly out of 133 employees working in Coimbatore.

3.6 TOOLS USED FOR DATA ANALYSIS

The data collected with the help of well-structured questionnaire is classified and analyzed using the SPSS version 21 software package and Microsoft Excel. The tools used for the analysis of the data are:

- Percentage Analysis
- Mean and Standard Deviations
- Chi-Square test
- One Way ANOVA
- Correlation Analysis
- Linear Regression Analysis

3.6.1 Percentage Analysis

Percentage analysis is a statistical tool which is used to identify the percentage from the sample response. It is used to compare the relative terms and distributions of two or more data.

$$\text{Percentages} = (\text{No of respondents}/\text{Total respondents}) * 100$$

3.6.2 Mean and Standard Deviations

To find the mean of a set of scores, add them all together and then divide this total by the number of scores.

$$\bar{X} = \frac{\sum X}{N}$$

Standard deviation is the measure of dispersion a set of data from its mean. It measures the absolute variability of a distribution; the higher the variability, the greater is the standard deviation and greater will be the magnitude of the deviation of the value from their mean. S denote Standard deviation.

$$s = \sqrt{\frac{\sum(X - \bar{X})^2}{n - 1}}$$

3.6.3 Chi-Square Test

Chi-square test enables to find out whether the difference between expected and actual frequencies is significant or not. Non-parametric test is used in chi-square by using the below formula at 5% (0.05) level of significance.

$$\text{Chi-square} = \sum \frac{(O_{ij} - E_{ij})^2}{E_{ij}}$$

Where: O- Observed Frequency

E- Expected Frequency

Expected Frequency = (Row total * column total) / total number of frequency

3.6.4 One-Way Analysis of Variance

The One-way ANOVA treated the dimension of dependent variables and independent variables separately. This is a way to recognize whether there is significant relationship between variables or not. It is a collection of statistical models used to analyse the differences between group means and their associated procedures (such as "variation" among and between groups).

$$F \text{ (ANOVA Coefficient)} = \frac{\text{Estimate of population variance between samples}}{\text{Estimate of population variance within samples}}$$

3.6.5 Correlation Analysis

Correlation refers to any of a broad class of statistical relationships involving dependence. Correlations are useful because they can indicate a predictive relationship that can be exploited in practice.

$$\text{Correlation} = \frac{\sum xy}{\sqrt{\sum x^2 \sum y^2}}$$
$$x = X - X_1$$
$$y = Y - Y_1$$

X_1 = Sample size / No of options
 Y_1 = Sample size / No of options

3.6.6 Linear Regression Analysis

Linear Regression has been used to test the impact of predictor variable (independent variable) on dependent variable and whether this impact is statistically significant or not. The variable which is to be predicted is called dependent variable and predictor variable is called independent variable. Linear Regression can be presented by equation.

$$\text{Linear Regression } y = \alpha + \beta X$$

Where Y = Dependent Variable
 α = Sample Intercept
X = Independent Variable
 β = Slope of Straight Line

3.7 RELIABILITY TEST

Cronbach's alpha reliability test was used to measure reliability.

Table 3.1 Cronbach's Alpha Reliability Test

Cronbach's Alpha	N of Items
0.845	60

According to the standard rule that the reliability Cronbach alpha value must be above 0.6, and above table shows, alpha values scale for all variables including demographic are above 0.8 which is considered as good internal consistency. Thus, the measurement is reliable.

ANALYSIS AND INTERPRETATION

CHAPTER IV

ANALYSIS AND INTERPRETATION

INTRODUCTION

In this chapter an attempt been made to identify the respondents opinion on the study impact of employee engagement on organisation performance by randomly selected employees in bhaarat industries, with well standard questionnaire. The data been collected and arranged in form of tables. The chapter also covers the demographic characteristics of the respondent under study. The collected data have been analysed, interpreted and discussed to draw logical inference. On the basis of that hypotheses were tested and inferences were drawn.

Analysis

Analysis of data means studying the tabulated material in order to determine internet of meanings. It involves breaking down existing complex factors into simpler part and putting the part together in the new management for the purpose of interpretation. A plan of analysis can be prepared in advance before the collection of material.

Interpretation

Interpretation is essential to find out usefulness and utility of research finding. It is considered to be the base components of research process. The researcher can well understand the abstracts principles that work the findings through interpretation of what the findings are and why they are needed.

The data collected has been processed and analyzed in accordance with the outline laid down for the purpose at the time of developing the research plan. This is essential for a study and for ensuring that we have all the relevant data for making comparisons and analysis. Thus it has been tabulated, analyzed, interpreted and presented in this chapter.

The data collected were analyzed through Percentage Analysis, Mean and Standard Deviations, Chi-Square test, One Way ANOVA, Correlation analysis and Linear Regression Analysis.

Factors used in questionnaire and its tools for analysis:

Factor	Tools
Gender	Percentage
Age Group	
Education Qualification	
Department	
Designation	
Monthly Income	
Work Experience	
Level of satisfaction	
Rewards and Recognition	Mean Score Value
Perceived Supervisor Support	
Psychological Climate	
Customer Satisfaction	
Turnover Intention	
Level of employee engagement	
Employee performance parameter	
Significant association between age group and overall satisfaction.	Chi- square
Significant difference between the level of employee engagement and gender.	One Way ANOVA
Significant difference between level of employee engagement and age group.	
Significant difference between level of employee engagement and educational qualification.	
Significant difference between level of employee engagement and work experience.	
Relationship between reward and recognition and employee engagement.	
Relationship between perceived supervisor support and employee engagement.	Correlation
Relationship between psychological climate and employee engagement.	
Association between employee engagement and customer satisfaction.	
Association between employee engagement and turnover intention.	Regression

4.1 Gender of the Respondents

Among the demographic factor, gender is the first and effective differentiating and classifying factor. It determines employee engagement at both male and female.

Table 4.1

Gender of the Respondents

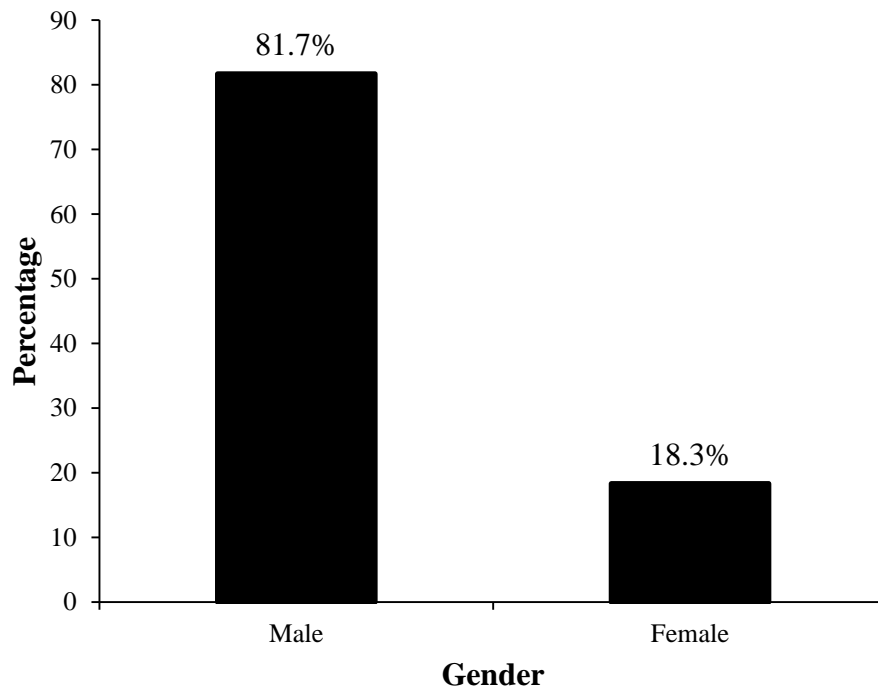
S. No	Gender	Number of Respondents	Percentage (%)
1	Male	94	81.7
2	Female	21	18.3
	Total	115	100

Source: Primary Data

The table 4.1 indicates that majority 81.7% of the respondents are male and female percentage is comparatively less with 18.3%. The majority of the employees working in the industry are male.

Chart 4.1

Gender of the Respondents



4.2 Age Group of the Respondents

Age is a demographic factor that shows the number of employees working in each specific age group. This table below shows the age of the employees working in the organisation. Age indicates the level of maturity in each individual. It makes a difference in the engagement level.

Table 4.2

Age Group of the Respondents

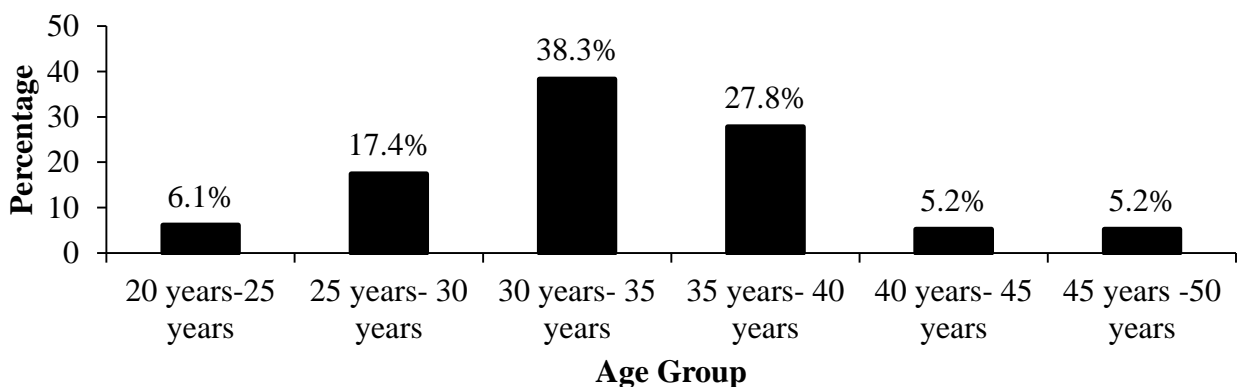
S. No	Age Group	Number of Respondents	Percentage (%)
1	20 years-25 years	7	6.1
2	25 years- 30 years	20	17.4
3	30 years- 35 years	44	38.3
4	35 years- 40 years	32	27.8
5	40 years- 45 years	6	5.2
6	45 years -50 years	6	5.2
	Total	115	100

Source: Primary Data

The table 4.2 indicates that majority 38.3% of respondent's lies in the age group of 30 - 35 years and minimum 5.2% of respondents were in the age group of 40 years -45 years and 45 years -50 years. Hence the majority belongs to the age group of 30 - 35 years their work experience positively impact on employee engagement.

Chart 4.2

Age Group of the Respondents



4.3 Educational Qualification of the Respondents

The level of educational qualification provides career advancement of the employees and considered as an important demographic variable. Highly qualified employees may be more aware of competitive service. Moreover, it is important to select the right person for right job.

Table 4.3

Educational Qualification of the Respondents

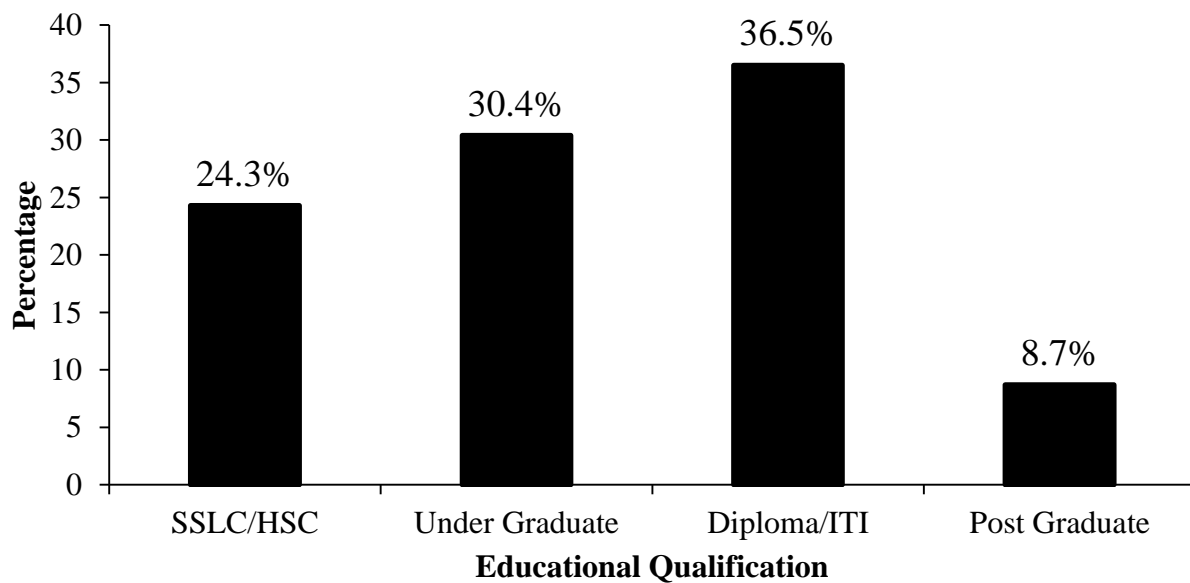
S. No	Educational Qualification	Number of Respondents	Percentage (%)
1	SSLC/HSC	28	24.3
2	Under Graduate	35	30.4
3	Diploma/ITI	42	36.5
4	Post Graduate	10	8.7
	Total	115	100

Source: Primary Data

The table 4.3 indicates that majority 36.5% of the respondents are Diploma/ITI in their qualification, and minimum 8.7% of the respondents are Post Graduate in their qualification. Thus, the majority of the employees are Diploma/ITI in their qualification.

Chart 4.3

Educational Qualification of the Respondents



4.4 Department of the Respondents

The jobs in the organization are grouped together into the department based on the similarity of their function. Department is an entire organisation to organize people, reporting relationship and work in a way that best supports the accomplishment of the organisation's goals.

Table 4.4

Department of the Respondents

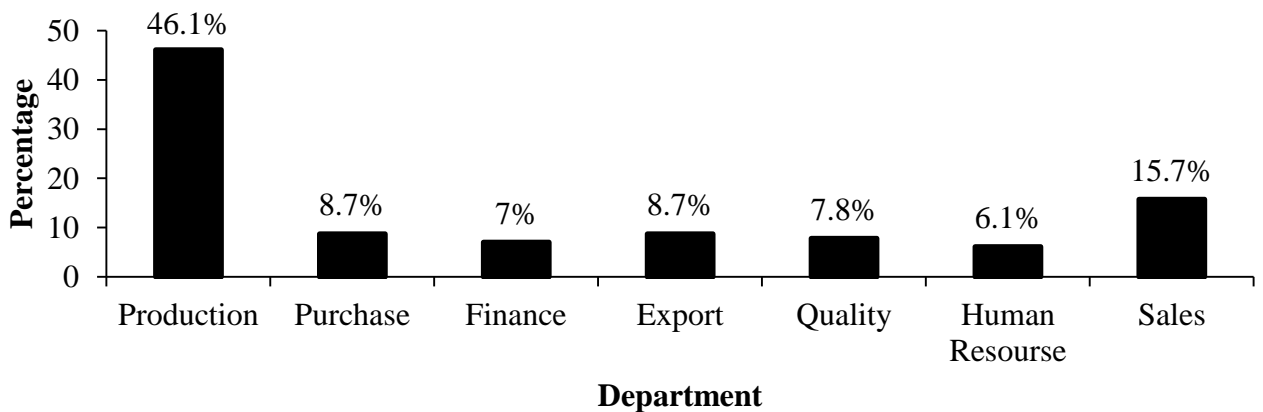
S. No	Department	Number of Respondents	Percentage (%)
1	Production	53	46.1
2	Purchase	10	8.7
3	Finance	8	7
4	Export	10	8.7
5	Quality	9	7.8
6	Human resource	7	6.1
7	Sales	18	15.7
	Total	115	100

Source: Primary Data

The table 4.4 indicates that majority of the respondents 46.1% belongs to the production department and the minimum of the respondents 6.1% belongs to the HR department. Thus, the majority of the employees are in the production department.

CHART 4.4

Department of the Respondents



4.5 Designation of the Respondents

The Designation is considered as a factor in the working environment and may influence employee engagement. The designation is classified as SR/ASSOC/ASST Manager, Supervisor, Skilled Labour, Office Staff and Unskilled Labour.

Table 4.5

Designation of the Respondents

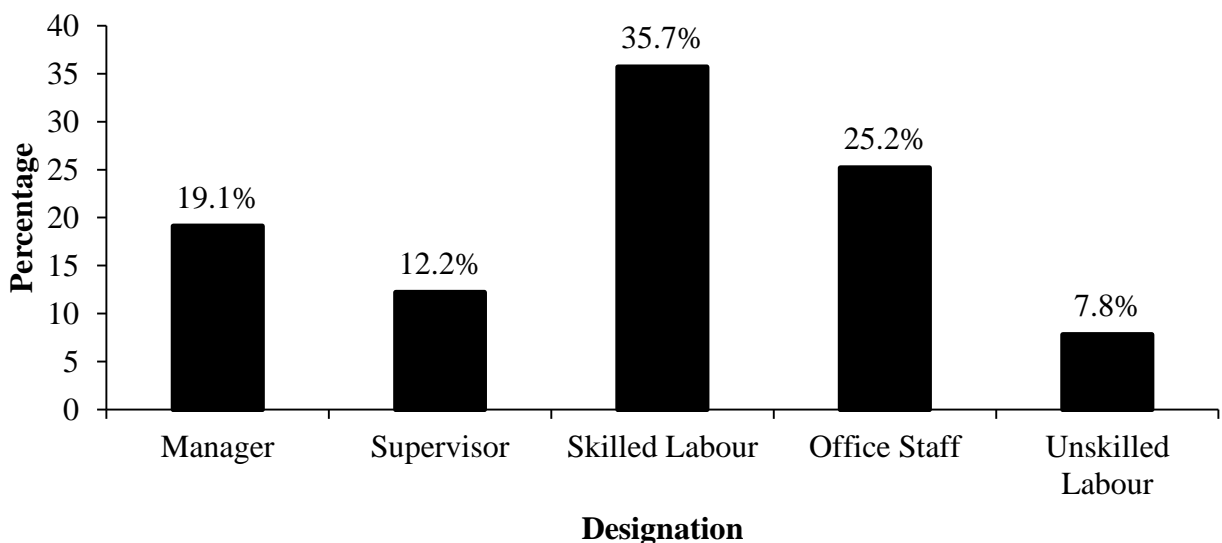
S. No	Designation	Number of Respondents	Percentage (%)
1	SR/ASSOC/ASST Manager	22	19.1
2	Supervisor	14	12.2
3	Skilled Labour	41	35.7
4	Office Staff	29	25.2
5	Unskilled Labour	9	7.8
	Total	115	100

Source: Primary Data

The table 4.5 indicates that majority 35.7% of the employees are Skilled Labour, and minimum 7.8% of the employees are Unskilled Labour. Thus, the majority of the employees are Skilled Labour.

Chart 4.5

Designation of the Respondents



4.6 Monthly Income of the Respondents

Income is the monetary benefit given to the employee for work done. Income has a great impact on the engagement of employee in the company. Since it determines their performance and satisfaction

Table 4.6

Monthly Income of the Respondents

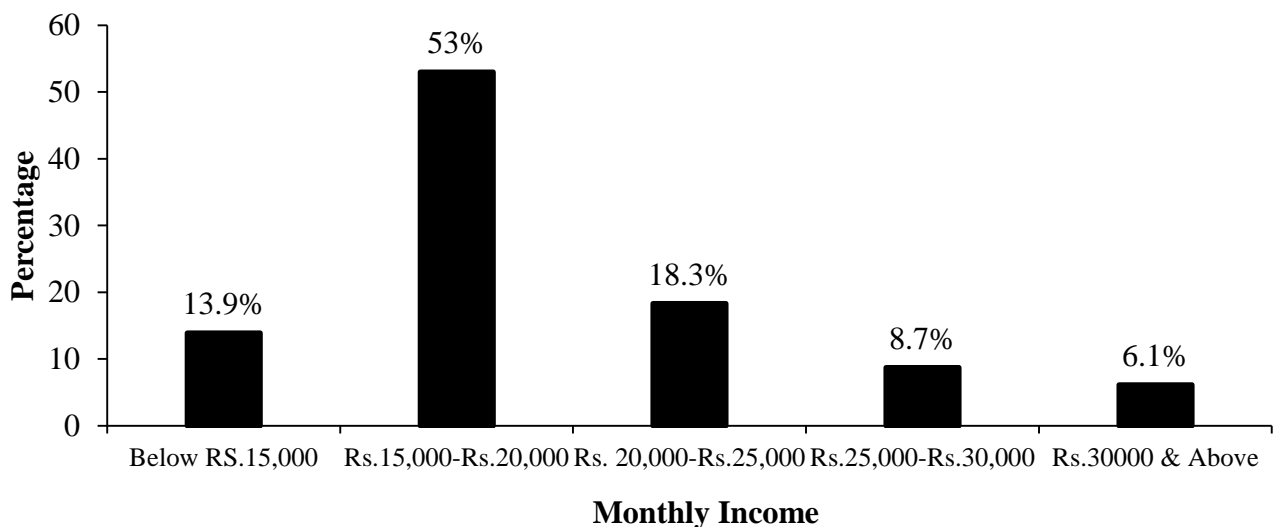
S. No	Monthly Income	Number of Respondents	Percentage (%)
1	Below RS.15,000	16	13.9
2	Rs.15,000-Rs.20,000	61	53
3	Rs. 20,000-Rs.25,000	21	18.3
4	Rs.25,000-Rs.30,000	10	8.7
5	Rs.30,000 & Above	7	6.1
	Total	115	100

Source: Primary Data

The table 4.6 indicates that majority 53% of employees monthly income was Rs.15,000-Rs.20,000 and minimum 6.1% of employees monthly income was Rs.30000 & Above. Hence, the majority of the employees monthly income was Rs.15,000-Rs.20,000.

Chart 4.6

Monthly Income of the Respondents



4.7 Work Experience of the Respondents

“Experience makes a man perfect” experience can be broadly specified to knowledge and skill gained over time. The employee becomes effective with work experience.

Table 4.7

Work Experience of the Respondents

S. No	Work Experience	Number of Respondents	Percentage (%)
1	Less than 2 years	10	8.7
2	2-6 years	14	12.2
3	6-12 years	47	40.9
4	12-18 years	30	26.1
5	18-24 years	9	7.8
6	More than 24 years	5	4.3
	Total	115	100

Source: Primary Data

The table 4.7 indicates that majority 40.9% of employees have 6-12 years of work experience and minimum 4.3% of employees have More than 24 years of work experience. Hence, the majority of the employees have 6-12 years of work experience.

Chart 4.7

Work Experience of the Respondents



4.8 Satisfaction Level of the Employees

The purpose of asking this question was to find out the overall satisfaction level of the employee towards their job as well as the organization. It also plays an important role in increasing employee engagement.

Table 4.8

Satisfaction Level of the Employees

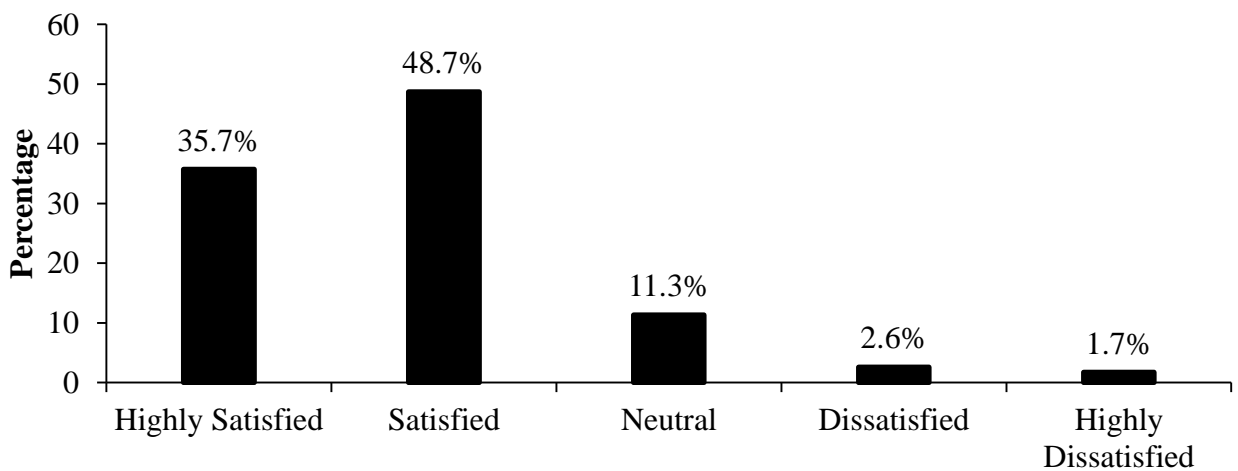
S. No	Overall Satisfaction	Number of Respondents	Percentage (%)
1	Highly Satisfied	41	35.7
2	Satisfied	56	48.7
3	Neutral	13	11.3
4	Dissatisfied	3	2.6
5	Highly Dissatisfied	2	1.7
	Total	115	100

Source: Primary Data

The table 4.8 indicates that maximum 48.7% of employees satisfied with the industries and minimum 1.7% highly dissatisfied with the industries. Thus, the majority satisfied with the bhaarath industries in the level of satisfaction.

Chart 4.8

Satisfaction Level of the Employees



Satisfaction Level of the Employees

4.9 Chi-Square (χ^2) for Age Group and Overall Satisfaction in Bhaarat Industries

The age factor is classified into five groups which include 20 years-25 years, 25 years- 30 years, 30 years- 35 years, 35 years- 40 years, 40 years- 45 years and 45 years -50 years. The Likert scale (namely highly satisfied, satisfied, neutral, dissatisfied and highly dissatisfied) used to measure overall satisfaction. The Chi-Square is performed and the results are summarised below.

Table 4.9

Chi-Square (χ^2) Test Result for Age Group of the respondents and Overall Satisfaction in Bhaarat Industry

Factor	Calculated Value of χ^2	Table Value	Df	Sig.	Remarks
Age	33.670 ^a	31.410	20	.028	Significant level at 5%

a. 24 cells (80.0%) have expected count less than 5. The minimum expected count is .10.

H₀ There is no significant association between age group and overall satisfaction in bhaarat industries.

The above table represents the Chi-Square analysis, chi-square rule when the calculated value is less than the table value, then we accept the null hypothesis and reject the alternative hypothesis. The calculated value (33.670) is higher than Table Value (31.410) at 95% confidence interval. Therefore hypothesis **H₀** is rejected and accept the **H₁** and hence there is significant association between age group and overall satisfaction in Bhaarat Industries.

4.10 Mean Score for Reward & Recognition

Reward and recognition may be defined as something given to anyone by the organization because of his/her contribution to the organization. It motivates the employees towards their job and inspires them to perform their work most effectively and efficiently. They are six variable used to measure the reward & recognition are shown in the table. The mean score is performed for reward & recognition and the results are summarised below.

Table 4.10

Result of Mean Score value on Reward & Recognition

S. No	Reward & Recognition	Mean	Std. Deviation
1	Higher salary and pay raise on the good performance.	3.68	1.225
2	Satisfied with the bonus/reward in the organization.	4.05	0.724
3	Satisfaction with regular and systematic financial policies regarding the increment and other monetary benefits.	3.84	0.933
4	Satisfied with promotional opportunities in the organizations.	3.73	1.012
5	Satisfaction with recognition of good performance.	3.64	1.069
6	Satisfied with the recognition from the contribution to the organization.	3.87	0.996
	Average Mean Score	3.80	

Source: Primary Data

The above table shows the overall average mean score is 3.80. The table interpreted mean score for Reward & Recognition factor that influence employee engagement. Largely satisfied with the bonus/reward by the high mean score of 4.05 with less Std. Deviation of 0.724 influence employee engagement. Least Satisfaction with recognition of the good performance by the mean score of 3.66 with high Std. Deviation of 1.069 does not influence employee engagement. Hence, the variable satisfied with the bonus/reward in the organization has a high influence on employee engagement.

4.11 Mean Score for Perceived Supervisor Support

Perceived supervisor support is a view of employees that what degree of importance does supervisor give to the employee's performance, caring of employee's well-being, and benefits. The supervisor performs the duty of guiding the employees and evaluating their performance. They are seven variable used to measure the perceived supervisor support are shown in the table. The mean score is performed for perceived supervisor support and the results are summarised below.

Table 4.11

Result of Mean Score value on Perceived Supervisor Support

S. No	Perceived Supervisor Support	Mean	Std. Deviation
1	Supervisor encourages good performance.	4.29	0.589
2	Supervisor treats subordinates with respect.	4.11	0.590
3	Supervisor keeps employees well informed about what is going on in the organization.	3.82	0.904
4	Supervisor encourages employee career development.	3.54	1.074
5	Supervisor recognizes the potential amongst employees.	3.71	1.070
6	Positive feedback on the performance of employees by the supervisor without any bias.	3.88	0.900
7	The supervisor is supportive of getting the job done.	4.27	0.765
	Average Mean Score	3.95	

Source: Primary Data

The above table shows the overall average mean score is 3.95. The table interpreted mean score for Perceived Supervisor Support factor that influences employee engagement. Highly satisfied with the Supervisor encourages good performance by the higher mean score of 4.29 with lesser Std. Deviation of 0.589 more influencing on employee engagement. Least Satisfaction Supervisor encouraging in employee career development by the lesser mean score of 3.54 with higher Std. Deviation of 1.074 not influencing highly on employee engagement. Hence, the variable supervisor encourages good performance has a high influence on employee engagement.

4.12 Mean Score for Psychological Climate

The psychological climate is an employee perception about organizational environments including structures, processes and event. It is the degree to which employees feel that the organizational environment is safe enough to influence their motivation and effectiveness. They are six variable used to measure the psychological climate are shown in the table. The mean score is performed for psychological climate and the results are summarised below.

Table 4.12

Result of Mean Score value on Psychological Climate

S. No	Psychological Climate	Mean	Std. Deviation
1	Employees in teamwork cooperate to get the job done.	4.04	0.862
2	Freedom to decide how to do a job.	3.07	1.282
3	Feel like a part of a big family in the organization.	3.84	1.196
4	Flexibility in schedules.	3.85	0.891
5	Satisfaction with annual paid leave.	3.50	1.252
6	Satisfaction with medical benefits.	3.55	1.141
	Average Mean Score	3.64	

Source: Primary Data

The above table shows the overall average mean score is 3.64. The table interpreted mean score for Psychological Climate factor that influences employee engagement. Highly satisfied with the employees in teamwork cooperate to get the job done by the higher mean score 4.04 with lesser Std. Deviation of 0.862 influence employee engagement. Least Satisfaction with the freedom to decide how to do a job by the mean score of 3.07 with higher Std. Deviation of 1.282 does not influence employee engagement. Hence, the variable employees in teamwork cooperate to get the job done has a high influence on employee engagement.

4.13 Mean Score for Customer Satisfaction

Customer satisfaction is concerned with how well the expectations of a customer about a product or service provided by the company have been met. They are five variable used to measure customer satisfaction are shown in the table. The mean score is performed for customer satisfaction and the results are summarised below.

Table 4.13

Result of Mean Score value on Customer Satisfaction

S. No	Customer Satisfaction	Mean	Std. Deviation
1	Service delivery is as per customer expectation.	4.67	0.573
2	Quality of service keeps customers loyal.	4.29	0.659
3	Organization minutely considers customer feedback and suggestions.	4.30	0.858
4	Commitment to improving the quality of services regularly.	4.19	0.782
5	Employees are trained in their respective functional areas.	4.57	0.762
	Average Mean Score	4.40	

Source: Primary Data

The above table shows the overall average mean score is 4.40. The table interpreted mean score for customer satisfaction factor that impacts on effective organisation performance. Highly impact on delivery service as per customer expectation with the higher mean score of 4.67 with lesser Std. Deviation of 0.573 leads to effective organisation performance. Least impact on Commitment to improving the quality of services regularly by the mean score of 4.19 with higher Std. Deviation of 0.782 does not lead to effective organisation performance. Hence, the variable service delivery is as per customer expectation has a high impact on effective organisation performance.

4.14 Mean Score for Turnover Intention

Turnover intention is concerned with employee personal probability that he/she has planned to leave the organization in the near future. The employee who is thinking about quitting the present job. They are seven variable used to measure the turnover intention are shown in the table. The mean score is performed for turnover intention and the results are summarised below.

Table 4.14

Result of Mean Score value on Turnover Intention

S. No	Turnover Intention	Mean	Std. Deviation
1	Often think about quitting the current job as soon as possible.	2.01	1.022
2	Planning for a new job next year.	2.10	1.029
3	Intend to leave the present job after 3 years.	2.53	1.404
4	I wish to stay with this organization in the near future.	4.15	0.752
5	I wish to leave the organization in the near future.	2.21	0.978
6	My personal values at work are not compromised.	3.83	1.067
7	My current job affects my personal wellbeing.	1.65	1.701
	Average Mean Score	2.64	

Source: Primary Data

The above table shows the overall average mean score is 2.64. The table interpreted mean score for turnover intention factor that influences on organisation performance. Employees wish to stay in Bhaarat industries for the future with the higher mean score of 4.15 with lesser Std. Deviation of 0.752 effectively influences organisation performance. Least impact on employees current job affects their personal wellbeing by the mean score of 1.65 with Std. Deviation of 1.701 does not influence on organisation performance. Hence, the variable employee's wish to stay in bhaarat industries for the future has a high impact on organisation performance.

4.15 Mean Score for Level of Employee Engagement

Employee engagement establishes the level of commitment and involvement an employee has towards their organisation and its values. They are nine variable used to measure the level of employee engagement are shown in the table. The mean score is performed for the level of employee engagement and the results are summarised below.

Table 4.15

Result of Mean Score value on Level of Employee Engagement

S. No	Employee Engagement	Mean	Std. Deviation
1	Feel energetic at work.	4.15	0.948
2	The job is inspiring.	4.07	0.803
3	The sense of fulfilment after completing the work.	4.24	0.696
4	Willing to accept all sorts of challenges at work.	4.02	0.898
5	Strong sense of belonging with the organization.	3.87	1.096
6	Concerned about the image of the organization.	3.66	1.954
7	My co-workers are committed to doing quality work.	4.01	0.913
8	At work, I have the opportunity to do what I do best every day.	4.27	0.692
9	When I get up in the morning, I feel like going to work.	3.82	1.097
	Average Mean Score	3.57	

Source: Primary Data

The above table shows the overall average mean score is 3.57. The above table interpreted mean score for the impact on the level of employee engagement. Large impact on work opportunity to do and what to do best every day by the higher mean score of 4.27 with lesser Std. Deviation of 0.692 impact employee engagement. Least impact on Concerned about the image of the organisation by the mean score of 3.66 with higher Std. Deviation of 1.954 does not impact employee engagement. Hence, the variable work opportunity to do and what to do best every day has a high impact on the level of employee engagement.

4.16 Mean Score for Employee Performance Parameters

Employee Performance can be the job-related activities expected by a worker and how well those activities are executed. Performance is a function of both ability and motivation. To unlock the true potential of employees, managers must align their jobs to the organization's goals, values and objectives. The mean score is performed for employee performance parameters with eleven variable and the results are summarised below.

Table 4.16

Result of Mean Score value on Employee Performance Parameters

S. No	Employee Performance Parameter	Mean	Std. Deviation
1	I am allowed to evaluating my performance (self- evaluation).	3.67	1.323
2	I am always punctual in my duty.	4.29	0.729
3	I always meet my set work targets.	4.17	0.752
4	I participate in rating other employees (peer rating).	2.97	1.366
5	I volunteer to take up other tasks rather than assigned work.	3.31	1.266
6	I always cooperate with other co-workers to perform various tasks.	3.79	0.884
7	Performance appraisal is in place to measure individual performance.	3.8	1.365
8	I strictly follow organizational rules and procedures.	4.14	0.954
9	I use my skills and knowledge to accomplish my tasks.	4.28	0.720
10	I maintain good working relationships with my fellow employees.	4.46	0.542
11	I usually put extra effort to complete an assignment on time.	3.73	1.325
	Average Mean Score	3.87	

Source: Primary Data

The above table shows the overall average mean score is 3.87. The above table interpreted mean score for the impact of employee performance parameters. Maximum impact on maintaining good working relationships with fellow employees by higher mean score 4.46 with lesser Std. Deviation of 0.542 influence employee performance. Minimum impact on participating in rating other employees rating not influence employee performance by the mean score of 2.97 with higher Std. Deviation of 1.366. Hence, the variable maintaining good working relationships with fellow employees has a high impact on employee performance parameters.

4.17 One-Way ANOVA between the level of employee engagement and gender

To determine whether there is any significant difference between the level of employee engagement and gender in bhaarat industries. The variables used for Employee Engagement factors are Felt energetic at work, The job is inspiring, The sense of fulfilment after completing the work, Willing to accept all sorts of challenges at work, Strong sense of belonging with the organization, Concerned about the image of the organization, My co-workers are committed to doing quality work, At work, I have the opportunity to do what I do best every day and When I get up in the morning, I feel like going to work. The One-Way ANOVA is performed and the results are summarised below.

Table 4.17

Table Showing the One-Way ANOVA Result between the Level of Employee Engagement and Gender

Dependent	Gender	N	Mean	Std. Deviation	F Value	Sig at 5% level
Employee Engagement	Male	94	3.9917	0.48562	.876	.351
	Female	21	4.1005	0.46202		
	Total	115	4.0116	0.48127		

H₀ There is no significant difference between the level of employee engagement and gender.

The above table represents the One Way Analysis of Variance (ANOVA) which has been used to check whether there is any significant variation in the mean value of employee engagement based on gender. The 'F' value is 0.876 and significance value (p) is 0.351 which is greater than 0.05 (95% confidence interval) which indicates (ie) alternative hypothesis is rejected. Therefore it is clear that there is no significant difference between the level of employee engagement and gender.

4.18 One-Way ANOVA between the Level of Employee Engagement and Age Group

To determine whether there is any significant difference between the level of employee engagement and age group in bhaarat industries. The variables used for Employee Engagement factors are Felt energetic at work, The job is inspiring, The sense of fulfilment after completing the work, Willing to accept all sorts of challenges at work, Strong sense of belonging with the organization, Concerned about the image of the organization, My co-workers are committed to doing quality work, At work, I have the opportunity to do what I do best every day and When I get up in the morning, I feel like going to work. The One-Way ANOVA is performed and the results are summarised below.

Table 4.18

Table Showing the One-Way ANOVA Result between the Level of Employee Engagement and Age Group

Dependent	Age Group	N	Mean	Std. Deviation	F Value	Sig at 5% level
Employee Engagement	20 years-25 years	7	3.8571	0.30574	1.946	.093
	25 years- 30 years	20	4.0000	0.53226		
	30 years- 35 years	44	3.9747	0.48335		
	35 years- 40 years	32	3.9583	0.49187		
	40 years- 45 years	6	4.3333	0.27217		
	45 years -50 years	6	4.4630	0.27592		
	Total	115	4.0116	0.48127		

H₀ There is no significant difference between the level of employee engagement and age group.

The above table represents the One Way Analysis of Variance (ANOVA) which has been used to check whether there is any significant variation in the mean value of employee engagement based on the age group. The 'F' value is 1.946 and significance value (p) is 0.093 which is greater than 0.05 (95% confidence interval) which indicates (ie) alternative hypothesis is rejected. Therefore it is clear that there is no significant difference between the level of employee engagement and age group.

4.19 One-Way ANOVA between the Level of Employee Engagement and Educational Qualification

To determine whether there is any significant difference between the level of employee engagement and educational qualification in bhaarat industries. The variables used for Employee Engagement factors are Felt energetic at work, The job is inspiring, The sense of fulfilment after completing the work, Willing to accept all sorts of challenges at work, Strong sense of belonging with the organization, Concerned about the image of the organization, My co-workers are committed to doing quality work, At work, I have the opportunity to do what I do best every day and When I get up in the morning, I feel like going to work. The One-Way ANOVA is performed and the results are summarised below.

Table 4.19

Table Showing the One-Way ANOVA Result between the Level of Employee Engagement and Educational Qualification

Dependent	Educational Qualification	N	Mean	Std. Deviation	F Value	Sig at 5% level
Employee Engagement	SSLC/HSC	28	3.9325	0.57722	4.141	.008
	Under Graduate	35	3.9683	0.40653		
	Diploma/ITI	42	3.9841	0.46275		
	Post Graduate	10	4.5000	0.19772		
	Total	115	4.0116	0.48127		

H₀ There is no significant difference between the level of employee engagement and educational qualification.

The above table represents the One Way Analysis of Variance (ANOVA) which has been used to check whether there is any significant variation in the mean value of employee engagement based on educational qualification. The 'F' value is 4.141 and significance value (p) is 0.008 which is lesser than 0.05 (95% confidence interval) which indicates (ie) null hypothesis is rejected. Therefore it is clear that there is significant difference between the level of employee engagement and educational qualification.

4.20 One-Way ANOVA between the Level of Employee Engagement and Work Experience

To determine whether there is any significant difference between the level of employee engagement and work experience in bhaarat industries. The variables used for Employee Engagement factors are Felt energetic at work, The job is inspiring, The sense of fulfilment after completing the work, Willing to accept all sorts of challenges at work, Strong sense of belonging with the organization, Concerned about the image of the organization, My co-workers are committed to doing quality work, At work, I have the opportunity to do what I do best every day and When I get up in the morning, I feel like going to work. The One-Way ANOVA is performed and the results are summarised below.

Table 4.20

Table Showing the One-Way ANOVA Result between the Level of Employee Engagement and Work Experience

Dependent	Work Experience	N	Mean	Std. Deviation	F Value	Sig at 5% level
Employee Engagement	Less than 2 years	10	3.8444	0.44506	1.911	.098
	2-6 years	14	4.1111	0.41802		
	6-12 years	47	3.9362	0.49133		
	12-18 years	30	3.9963	0.50496		
	18-24 years	9	4.2469	0.41118		
	More than 24 years	5	4.4444	0.30429		
	Total	115	4.0116	0.48127		

H₀ There is no significant difference between the level of employee engagement and work experience.

The above table represents the One Way Analysis of Variance (ANOVA) which has been used to check whether there is any significant variation in the mean value of employee engagement based on work experience. The 'F' value is 1.911 and significance value (p) is 0.098 which is greater than 0.05 (95% confidence interval) which indicates (ie) alternative hypothesis is rejected. Therefore it is clear that there is no significant difference between the level of employee engagement and work experience.

4.21 Correlation Analysis for Reward & Recognition and Employee Engagement

To find out whether there is relationship between Reward & Recognition and Employee Engagement in bhaarat industries. The variables used for Reward & Recognition factors are Higher salary and pay raise on the good performance, Satisfied with the bonus/reward in the organization, Satisfaction with the regular and systematic financial policies regarding the increment and other monetary benefits. Satisfied with promotional opportunities in the organizations, Satisfaction with recognition of the good performance and Satisfied with the recognition from the contribution to the organization.

The variables used for Employee Engagement factors are Felt energetic at work, The job is inspiring, The sense of fulfilment after completing the work, Willing to accept all sorts of challenges at work, Strong sense of belonging with the organization, Concerned about the image of the organization, My co-workers are committed to doing quality work, At work, I have the opportunity to do what I do best every day and When I get up in the morning, I feel like going to work. The correlation is performed and the results are summarised below.

Table 4.21

Table Showing the Correlation Result for Reward & Recognition and Employee Engagement

Correlations		Reward & Recognition	Employee Engagement
Reward & Recognition	Pearson Correlation	1	.487**
	Sig. (2-tailed)		.000
Employee Engagement	Pearson Correlation	.487**	1
	Sig. (2-tailed)	.000	

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

H₀ There is no relationship between Reward & Recognition and Employee Engagement.

It can be interpreted that there is relationship between Reward & Recognition and Employee Engagement since the p-value is less than 0.05 which indicates **H₀** hypothesis rejected. Therefore there is a positive relationship between Reward & Recognition and Employee Engagement.

4.22 Correlation Analysis for Perceived Supervisor Support and Employee Engagement

To find out whether there is relationship between Perceived Supervisor Support and Employee Engagement in bhaarat industries. The variables used for Perceived Supervisor Support factors are Supervisor encourages on the good performance, Supervisor treats subordinates with respect, Supervisor keeps employees well informed about what is going on in the organization, Supervisor encourages employee career development, Supervisor recognizes the potential amongst employees, Positive feedback on the performance of employees by the supervisor without any bias and The supervisor is supportive in getting the job done.

The variables used for Employee Engagement factors are Felt energetic at work, The job is inspiring, The sense of fulfilment after completing the work, Willing to accept all sorts of challenges at work, Strong sense of belonging with the organization, Concerned about the image of the organization, My co-workers are committed to doing quality work, At work, I have the opportunity to do what I do best every day and When I get up in the morning, I feel like going to work. The correlation is performed and the results are summarised below.

Table 4.22

Table Showing the Correlation Result for Perceived Supervisor Support and Employee Engagement

Correlations		Perceived Supervisor Support	Employee Engagement
Perceived Supervisor Support	Pearson Correlation	1	.344**
	Sig. (2-tailed)		.000
Employee Engagement	Pearson Correlation	.344**	1
	Sig. (2-tailed)	.000	

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

H₀ There is no relationship between Perceived Supervisor Support and Employee Engagement.

It can be interpreted that there is relationship between Perceived Supervisor Support and Employee Engagement since the p-value is less than 0.05 which indicates **H₀** hypothesis rejected. Therefore there is a positive relationship between Perceived Supervisor Support and Employee Engagement.

4.23 Correlation Analysis for Psychological Climate and Employee Engagement

To find whether there is relationship between Psychological Climate and Employee Engagement in bhaarat industries. The variables used for Psychological Climate factors are Employees in teamwork cooperate to get the job done, Freedom to decide how to do a job, feel like a part of a big family in the organization, Flexibility in schedules, Satisfaction with annual paid leave and Satisfaction with medical benefits.

The variables used for Employee Engagement factors are Felt energetic at work, The job is inspiring, The sense of fulfilment after completing the work, Willing to accept all sorts of challenges at work, Strong sense of belonging with the organization, Concerned about the image of the organization, My co-workers are committed to doing quality work, At work, I have the opportunity to do what I do best every day and When I get up in the morning, I feel like going to work. The correlation is performed and the results are summarised below.

Table 4.23

Table Showing the Correlation Result for Psychological Climate and Employee Engagement

Correlations		Psychological Climate	Employee Engagement
Psychological Climate	Pearson Correlation	1	.338**
	Sig. (2-tailed)		.000
Employee Engagement	Pearson Correlation	.338**	1
	Sig. (2-tailed)	.000	

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

H₀ There is no relationship between Psychological Climate and Employee Engagement.

It can be interpreted that there is relationship between Psychological Climate and Employee Engagement since the p-value is less than 0.05 which indicates **H₀** hypothesis rejected. Therefore there is a positive relationship between Psychological Climate and Employee Engagement.

4.24 Regression Analysis for Employee Engagement and Customer Satisfaction

To test whether there is any significant impact of employee engagement in terms of customer satisfaction in bhaarat industries, from the hypothesis employee engagement has been taken as an independent variable and customer satisfaction as a dependent variable. The variables used for Employee Engagement factors are Felt energetic at work, The job is inspiring, The sense of fulfilment after completing the work, Willing to accept all sorts of challenges at work, Strong sense of belonging with the organization, Concerned about the image of the organization, My co-workers are committed to doing quality work, At work, I have the opportunity to do what I do best every day and When I get up in the morning, I feel like going to work.

The variables used for Customer Satisfaction factors are Service delivery is as per customer expectation, Quality of service keeps customers loyal, Organization minutely considers customer feedback and suggestions, Commitment to improving the quality of services regularly and Employees are trained in their respective functional areas. The Regression is performed and the results are summarised below.

Table 4.24
Table Showing the Regression Result for Employee Engagement and Customer Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig at 5% level
	B	Std. Error	Beta		
(Constant)	3.101	.396		7.821	.000
Employee Engagement	.325	.098	.297	3.309	.001
R Square	.088				
Adjusted R Square	.080				
F Value	10.946				
Sig at 5% level	.001 ^b				

b. Predictors: (Constant), Employee Engagement

H₀ There is no association between employee engagement and Customer Satisfaction.

From the above table, the R² value shows the association between two variables. The R² value is .088 which means that there is 9% of the variance in bhaarat industries having an impact of employee engagement on organisation performance in terms of customer satisfaction. The table shows the p-value (“sig” for significance) is less than .05 which is generally considered as “statically significant”. Therefore it is clear that there is association between employee engagement and Customer Satisfaction in bhaarat industries at 9%.

Regression Equation of this Model is

$$y \text{ (Dependent Variable)} = \alpha \text{ (intercept)} + \beta \text{ (Independent Variable)} \times X$$

$$\text{(ie) Customer Satisfaction} = 3.101 + .325 \text{ (Employee Engagement)}$$

4.25 Regression Analysis for Employee Engagement and Turnover Intention

To test whether there is any significant impact of employee engagement in terms of turnover intention in bhaarat industries, from the hypothesis employee engagement has been taken as an independent variable and turnover intention as a dependent variable. The variables used for Employee Engagement factors are Felt energetic at work, The job is inspiring, The sense of fulfilment after completing the work, Willing to accept all sorts of challenges at work, Strong sense of belonging with the organization, Concerned about the image of the organization, My co-workers are committed to doing quality work, At work, I have the opportunity to do what I do best every day and When I get up in the morning, I feel like going to work.

The variables used for Turnover Intention factors are Often thought about quitting the current job as soon as possible, Planning for a new job next year, Intend to leave the job after 3 years, I wish to stay with this organization in the near future, I wish to leave the organization in the near future, My personal values at work are not compromised and My current job affects my personal wellbeing. The Regression is performed and the results are summarised below.

Table 4.25
Table Showing the Regression Result for Employee Engagement and Turnover Intention

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig at 5% level
	B	Std. Error	Beta		
(Constant)	2.426	.357		6.791	.000
Employee Engagement	.054	.088	.057	.606	.546
R Square	.003				
Adjusted R Square	-.006				
F Value	.367				
Sig at 5% level	.546 ^b				

b. Predictors: (Constant), Employee Engagement

H₀ There is no association between employee engagement and turnover intention.

From the above table, the R² value shows the association between two variables. The R² value is .003 which means that there is 3% of the variance in bhaarat industries having an impact of employee engagement on organisation performance in terms of turnover intention. The table shows the p-value (“sig” for significance) is greater than .05 which is generally considered as “statically not significant”. Therefore it is clear that there is no association between employee engagement and turnover intention in bhaarat industries at 3%.

Regression Equation of this Model is

$$y \text{ (Dependent Variable)} = \alpha \text{ (intercept)} + \beta \text{ (Independent Variable)} \times X$$

$$\text{(ie) Turnover Intention} = 2.426 + .054 \text{ (Employee Engagement)}$$

SUMMARY

CHAPTER V

SUMMARY

5.1 FINDINGS

From the tables and charts the data collected, interpreted and the facts have been presented as findings. The findings from the research will help the organisation to know how the employee engaged with the job in relation to organisation performance. Hence, the research identified the findings.

5.1.1 Percentage Analysis

5.1.2 Mean Score Value

5.1.3 Chi-Square Test

5.1.4 One Way ANOVA

5.1.5 Correlation Analysis

5.1.6 Linear Regression Analysis

5.1.1 Percentage Analysis

Demographic Factor	Findings
Gender	→ Large number of the employees are male.
Age Group	→ Mostly employee belong to the age group of 30 - 35 years.
Education Qualification	→ Most of the employees are Diploma/ITI qualification.
Department	→ Maximum of the employees belong production department
Designation	→ Major of the employees are workers
Monthly Income	→ Most of employee fall in the monthly income of Rs.15,000 -Rs.20,000.
Work Experience	→ Majority of the employees having their work experience between 6-12 years.
Satisfaction Level of the Employees	→ Maximum satisfied with the bhaarath industries in the level of satisfaction.

5.1.2 Mean Score Value

Factors	Findings
Reward And Recognition	→ Maximum mean score shows satisfied with the bonus/reward in the organization has a high influence on employee engagement.
Perceived Supervisor Support	→ Maximum mean score shows the supervisor encourages good performance has a high influence on employee engagement.
Psychological Climate	→ Maximum mean score shows employees in teamwork cooperate to get the job done has a high influence on employee engagement.
Customer Satisfaction	→ Maximum mean score shows service delivery is as per customer expectation has a high impact on effective organisation performance.
Turnover Intention	→ Maximum mean score shows employees wish to stay in bhaarat industries for the future has a high impact on organisation performance.
Level of Employee Engagement	→ Maximum mean score shows work opportunity to do and what to do best every day has a high impact on the level of employee engagement.
Employee performance parameter	→ Maximum mean score shows maintaining good working relationships with fellow employees has a high impact on employee performance parameters.

5.1.3 Chi-Square Test

Hypothesis	Result
H₀: There no is significant association between age group and overall satisfaction in bhaarat industries.	→ There is significant association between age group and overall satisfaction in bhaarat industries.

5.1.4 One Way ANOVA

Hypotheses	Results
H₀: There is no significant difference between the level of employee engagement and gender.	→ There is no significant difference between the level of employee engagement and gender.
H₀: There is no significant difference between the level of employee engagement and age group.	→ There is no significant difference between the level of employee engagement and age group.
H₀: There is no significant difference between the level of employee engagement and educational qualification.	→ There is significant difference between the level of employee engagement and education qualification.
H₀: There is no significant difference between the level of employee engagement and work experience.	→ There is no significant difference between the level of employee engagement and work experience.

5.1.5 Correlation Analysis

Hypotheses	Results
H₀: There is no relationship between reward and recognition and employee engagement.	→ There is positive relationship between reward & recognition and employee engagement.
H₀: There is no relationship between perceived supervisor support and employee engagement.	→ There positive relationship between perceived supervisor support and employee engagement.
H₀: There is no relationship between psychological climate and employee engagement.	→ There positive relationship between psychological climate and employee engagement.

5.1.6 Linear Regression Analysis

Hypotheses	Results
H₀: There is no association between employee engagement and customer satisfaction.	→ There is association between employee engagement and Customer Satisfaction in bhaarat industries at 9%.
H₀: There is no association between employee engagement and turnover intention.	→ There is no association between employee engagement and turnover intention in bhaarat industries at 3%.

The finding concluded that most of the employees who are working in the organization are satisfied with their job and work environment. Most of the employees are ready to give more efforts to their organization success.

5.2 SUGGESTIONS

Reward and Recognition	<ul style="list-style-type: none">• Reward and recognition is the highest contributing factor in employee engagement, therefore the company should pay more attention to reward and recognition. Reward and recognition system should be reviewed periodically.
Perceived Supervisor Support	<ul style="list-style-type: none">• Perceived supervisor support is also important for the engagement of the employees.• Managers/supervisor should be supportive and help the employees if they face any problem in their work.
Psychological Climate	<ul style="list-style-type: none">• Psychological climate of the workplace should be favourable, so that employees may perform their job most effectively and efficiently.
Employees Performance	<ul style="list-style-type: none">• The organization should offer free tickets for movies or family tours on the extraordinary performance of the employees.
Performance Appraisal System	<ul style="list-style-type: none">• There should be an effective performance appraisal system in the organization for evaluation of individual employee performance and on the basis of that reward and recognition should be given.
Feedback System	<ul style="list-style-type: none">• The company should follow the proper feedback system from customers for further improvement in the quality of services and managers should also take feedback from the employees to manage the work effectively.

5.3 CONCLUSION

Employee Engagement 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. In this combative environment, Employee Engagement is an important factor for all organization to sustain and leads to Organisation success. In terms of managerial understanding is that Employee Engagement is closely connected through company performance results. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action.

This study set out to investigate the impact of employee engagement on organisational performance in Bhaarat Industries. Findings from the literature as well as the study conducted indicated that employee engagement does influence organisational performance. This research found the factors such as Rewards and Recognition, perceived supervisor support and psychological climate positively influence Employee Engagement and it's also proved that there is an impact of Employee Engagement on organisation performance in terms of Customer Satisfaction. The study concludes that employee engagement is an important contributor to organisational performance and the overall employee satisfaction in Bhaarat Industries, Coimbatore is at the satisfactory level which will positively increases employee engagement and commitment towards their job.

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ANNEXURE

IMPACT OF EMPLOYEE ENGAGEMENT ON ORGANISATIONAL PERFORMANCE IN BHAARAT INDUSTRIES

Questionnaire

Dear Sir/Madam,

I am pursuing MBA IT Organisation Administration at Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore. I am collecting the information for my research your reply will be treated confidential and will be used for academic purpose only. So kindly request you to fill in the following information.

Demographic Information:

1 Gender

- a) Male b) Female

2 Age Group

- a) 20 years -25 years b) 25 years - 30 years c) 30 years -35 years
d) 35 years -40 years e) 40 years - 45 years f) 45 years -50 years

3 Educational Qualification

- a) SSLC/HSC b) Under Graduate
c) Diploma/ITI d) Post Graduate

4 Department

- a) Production b) Purchase c) Finance d) Export
e) Quality f) HR g) Sales

5 Designation

- a) SR/ASSOC/ASST Manager b) Supervisor c) skilled labour
d) Office Staff e) unskilled labour

6 Monthly Income

- a) Below Rs. 15,000 b) Rs. 15,000 - Rs. 20,000
c) Rs. 20,000 - Rs. 25,000 d) Rs. 25,000 - Rs. 30,000
e) Rs. 30,000 & above

7 Work Experience

- a) Less than 2 years b) 2-6 years c) 6-12 years
 d) 12- 18 years e) 18- 24 years f) More than 24 years

Note: You are requested to select your opinion on a “5 Point Scale.” Please tick (√) only one option where, **5= Strongly Agree (SA)**, **4= Agree (A)**, **3= Neutral (N)**, **2= Disagree (D)**, **1= Strongly Disagree (SD)**

8 State your opinion towards the factor influencing employee engagement with regarding reward and recognition.

Reward and Recognition		SA	A	N	D	SD
1	Higher salary and pay raise on the good performance.					
2	Satisfied with the bonus/reward in the organization.					
3	Satisfaction with the regular and systematic financial policies regarding the increment and other monetary benefits.					
4	Satisfied with promotional opportunities in the organizations.					
5	Satisfaction with recognition of the good performance.					
6	Satisfied with the recognition from the contribution to the organization.					

9 State your opinion towards the factor influencing employee engagement with regarding Perceived Supervisor Support.

Perceived Supervisor Support		SA	A	N	D	SD
1	Supervisor encourages on the good performance.					
2	Supervisor treats subordinates with respect.					
3	Supervisor keeps employees well informed about what is going on in the organization.					
4	Supervisor encourages employee career development.					
5	Supervisor recognizes the potential amongst employees.					
6	Positive feedback on the performance of employees by the supervisor without any bias.					
7	The supervisor is supportive in getting the job done.					

10 State your opinion towards the factor influencing employee engagement with regarding Psychological Climate.

Psychological Climate		SA	A	N	D	SD
1	Employees in teamwork cooperate to get the job done.					
2	Freedom to decide how to do a job.					
3	Feel like a part of a big family in the organization.					
4	Flexibility in schedules.					
5	Satisfaction with annual paid leave.					
6	Satisfaction with medical benefits.					

11 State your opinion regarding the level of employee engagement in Bhaarat Industries.

Employee Engagement		SA	A	N	D	SD
1	Feel energetic at work.					
2	The job is inspiring.					
3	The sense of fulfilment after completing the work.					
4	Willing to accept all sorts of challenges at work.					
5	Strong sense of belonging with the organization.					
6	Concerned about the image of the organization.					
7	My co-workers are committed to doing quality work.					
8	At work, I have the opportunity to do what I do best every day.					
9	When I get up in the morning, I feel like going to work.					

12 State your opinion regarding employee performance parameter in Bhaarat Industries.

Performance Parameters		SA	A	N	D	SD
1	I am allowed in evaluating my performance (self- evaluation).					
2	I am always punctual in my duty.					
3	I always meet my set work targets.					
4	I participate in rating other employees (peer rating).					
5	I volunteer to take up other tasks rather than assigned work.					
6	I always cooperate with other co-workers to perform various tasks.					
7	Performance appraisal is in place to measure individual performance.					
8	I strictly follow organizational rules and procedures.					
9	I use my skills and knowledge to accomplish my tasks.					
10	I maintain good working relationships with my fellow employees.					
11	I usually put extra effort to complete an assignment on time.					

13 State your opinion towards the impact of employee engagement on organizational performance with regarding customer satisfaction in Bhaarat Industries.

Customer Satisfaction		SA	A	N	D	SD
1	Service delivery is as per customer expectation.					
2	Quality of service keeps customers loyal.					
3	Organization minutely considers customer feedback and suggestions.					
4	Commitment to improving the quality of services regularly.					
5	Employees are trained in their respective functional areas.					

14 State your opinion towards the impact of employee engagement on organizational performance with regarding turnover intention in Bhaarat Industries.

Turnover Intention		SA	A	N	D	SD
1	Often think about quitting the current job as soon as possible.					
2	Planning for a new job next year.					
3	Intend to leave the present job after 3 years.					
4	I wish to stay with this organization in the near future.					
5	I wish to leave the organization in the near future.					
6	My personal values at work are not compromised.					
7	My current job affects my personal wellbeing.					

15 State your overall satisfaction in Bhaarat Industries

- a) Highly Satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Highly Dissatisfied

****Thank you for spending your precious time to fill up this questionnaire****