

**INTERACTION EFFECT OF EMPLOYEE RETENTION AND INCOME ON
EMPLOYEE ENGAGEMENT**

MEENA.R

(20PBM013)

**A Major Project Report submitted to
Avinashilingam Institute for Home Science and Higher Education for Women
Coimbatore-641043**

**In partial fulfillment of the requirements for the Degree of
Masters in Business Administration**

May 2022

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CERTIFIED BONAFIDE RESEARCH WORK

Signature of the

Supervisor

Signature of the

Head of the Department

Signature of the

External Examiner

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SYNOPSIS

The purpose of this study is to know the relationship between employee engagement and employee retention in an organization. The impacts that the concerned work has on the employee makes them engaged towards their job and therefore make them retain in an organization for a long time. The more the employees are engaged to their job the more they would retain in an organization. There are certain effects that employee engagement has on employee retention. The primary objective is to examine the relationship between employee engagement and employee retention. The study was conducted during the time period of December 2021 to February 2022. The descriptive method of research was adopted for this study. The study was conducted within the employees of ABT Limited, Coimbatore. The responses were collected using google forms and hard copies of the questionnaire. The respondents belonged to certain departments of the organization from different districts. The questionnaire captured the demographic factors and the questions that measured their willingness and job satisfaction level. A total of 112 responses were received out of which 110 responses were finalized. The tools used in this study are regression, correlation and moderation study using interaction effect. The demographic factors were measured using percentage analysis. The relationship between employee engagement and employee retention is said to be significant according to the study. Employee engagement has certain impacts on employee retention within the employees.

CHAPTER I

INTRODUCTION

1.1 Overview

The purpose of this study is to know how much the employees are engaged to their jobs and how it impacts their willingness to retain in a company for a long time. The study focuses on finding out why an employee chooses to stay or leave the organization. The employee's willingness to stay in a company depends on the level of engagement they have towards their job. The employee's willingness to retain in a company depends upon various factors. In order to retain its employees, the company must take certain actions and implement few strategies. The more the employees feel satisfied and happy about their job the more they would stay in an organization. To understand the relationship between employee engagement and employee retention within the employees is the main aim of the study. The employees are said to be engaged in their job when they feel their efforts are valued and have a feeling that they receive what they deserve. It is up to the employee's willingness to retain in an organization or not but it is an organization's responsibility to work on retaining its employees for a long term. The managers should be able to communicate with the employees to understand their requirements and find out if they have any problems within the work environment or if there is any discrimination or inequality among the employees by the superiors. It is the manager's responsibility to help the employees solve their problem inside the organization.

1.2 Introduction

Employee engagement is an emerging phenomenon which should be strictly taken care of by the managers in the present scenario of business environment. The managers should be keen to identify whether employees are engaged or disengaged in their work environment, since disengagement or alienation can be the principal problem of workers for their lack of motivation and commitment. Employee engagement has become a hot topic in recent years. Despite this, there remains a critical academic literature on the subject, and relatively little is known about how

employee engagement can be influenced by management. Although there is a great deal of interest in engagement, there is also a good deal of confusion. At present, there is no consistency in definition, with engagement having been operationalised and measured in many disparate ways. Employee engagement is one of the critical factors of an organization's achievement as well as the thriving implementation of distinct effective changes. Employee Engagement is a place where motivated employees achieve high performance through promoting commitment, integrity, productivity, and ownership (Wellins and Concelman, 2005). According to Richman (2006), employees' engagement is a passionate and intelligent commitment to the organization. Employees' engagement is a collection of positive opinions towards the organization's administration and benefits (Robinson, Perryman, and Hayday, 2004).

Employee retention on the other hand, measures the willingness of the employees to stay in an organization. Employee retention refers to policies and practices that companies use to prevent precious employees from leaving their job. It involves taking measures to encourage employees to stay in the organization for the maximum period of time. Hiring knowledgeable people for the job is a must for an employer. However, retention is even more important than hiring. Employee retention is crucial where it will give major impacts on overall performance of the employees as well the profitability of the organization (Knott, 2016). Losing key talent costs significantly greater considering the fact that those employees' impact and contribution are greater than other employees (Wade et al., 2012). Employee retention is one of the most critical issues that every organisation and its managers are struggling with and looking for a solution. Every year large amount of money is spend by IT firms for hiring, training and developing their employees to keep pace with demand of new skills in the market. Also crucial for managers to develop strategies by means of which retention of the talented employees in the service of their organisations is possible.

1.2.1 Employee Engagement

Employee Engagement is the level of enthusiasm and dedication an employee feels towards their organization and its values. It is a measure of an employee's positive or negative attitude towards their job and organization which influences their willingness to learn and perform at work. Engaged employees care about their work and the performance of the company and feel that their efforts make a difference. Employee engagement makes a big difference in the performance of the company as the employees focus on doing their job with full involvement and commitment. Organization has a lot of benefits from the employees that are loyal, committed, productive and engaged.

1.2.1.1 Employee Engagement and Business outcomes

Employee engagement has strong business outcomes in the organization. The employees being engaged and dedicated to their job has certain benefits in an organization. When the employees are dedicated to their job and are completely engaged to their jobs it is a benefit for the organization and its profit. The business would gain a lot of profits and benefits if the employees are continuously working to achieve their goals. The organization gives certain benefits for the employees, so that they would work with involvement for both theirs and the organization's benefit. An organization's success is the success of both the employees and the authorities and everyone else who are involved in the work process.

1.2.1.2 Causes of lack of Employee engagement

- When the employees do not receive the recognition they deserve.
- When the employees are not provided with adequate payment.
- When there is a poor management in the organization.
- When the employees are not provided with enough training and development programs.
- When there is lack of communication and unity among the team members and the team leaders.
- When the employees have poor work – life balance.

1.2.2 Employee Retention

Employee retention is the ability of the organization to retain its employees. This can be achieved through implementing some strategies by the company. This would help the organization to reduce the rate of employees who quit their job. The more the employees retain the more productive they become. Employee retention strategies like encouraging the employees, giving them a positive feedback, providing rewards, less workload, encouraging a healthy work- life balance, treating them fairly can improve the retention rate of the employees in the organization. It reduces turnover hassle, reduces acquisition and training time, availability of experienced staffs and experts and improves employee satisfaction.

1.2.2.1 Employee retention and Business outcomes

Employee retention helps the business to have benefits through the longevity of the employees in the organization. The organization would have loyal and dedicated employees if they work on retaining their employees by implementing certain strategies and plans for the welfare of the employees. When the employees are satisfied with the benefits they receive they would work for the betterment of the organization too. It is the employees who make the business successful and profitable. They need to be treated well and rightfully rewarded for the job they do for the business.

1.2.2.2 Causes of low rate of Employee retention

- When the employees do not see any progression in their career.
- When the employees constantly have heavy workload.
- When the employees are not treated with respect.
- When the employees are not given any freedom to take necessary decisions regarding their work.
- When an employee does not get to use their skills and talents in their job.
- When an employee is forced to fit into the work environment that is not suitable for their values and principles.

1.3 Research problem

The study is to know the factors that influence employee engagement and the impacts it has on employee retention. Based on a company's ongoing problem, employee retention should be increased for the better performance. Employee retention in the company is less due to various reasons like high attrition rate, low payment of salary, better benefits at different organizations. It is believed that employee engagement may help in the development of retention .It can be used as a tool to retain the employees. Employee retention is low as there are so many reasons for the employees to quit their job or move to another organization. The employees are treated in different ways by their superiors or team leaders who favour certain team members and ignore the other employees deliberately. The employees who get newly appointed for the work are being ignored and disrespected and this causes the employee to quit the job in the organization. The increase in the competition of the organization, better salary for the employees and increased job security in other organizations may lead to the low rate of retention in the organization. The organizational authorities should solve these problems of the employees when a complaint is being received. The employees that are engaged to their works and retain in an organization for a long time are trusted to be the loyal ones and are known for their longevity in the organization. Companies which have a lot of employees engaged to their job are most likely to retain their employees. The employees that are engaged to their job are less likely to leave their organization. If an employee does not have any commitment to their job, they are more likely to shift for a better working environment. In these competitive times companies have to do their best to retain their employees and develop the organization and its performance. Employee engagement may have certain impacts on retention that might improve the work environment, employee satisfaction and performance. This study is about how employee engagement impacts employee retention and other factors in a company for its development and better performance. Though retaining the employees in times like these are challenging it is not impossible. The company can implement few new strategies and plans for retaining its employees. After all, it is the employees who work so hard for the success of the organization and its business. It is so important that the organization give necessary attention and care for the

employees to work in the organization with full involvement and dedication. The retention of employees in an organization can help the business to have loyal and dedicated workers who would work for the betterment of the organization rather than working for their own benefit. It can be achieved with some of the initiatives by the company with determination and focus if its aim is to succeed, grow and have a better business in the future.

1.4 Need for the study

The need for this study is to identify the impacts that employee engagement has on employee retention, in an organization. There are a lot of impacts that employee engagement and employee retention individually have towards the success of an organization. The organization would function better only if the employees are dedicative and determined to give their fullest to their jobs. It is important for an organization to have loyal employees and their participation for its function. It decides the success of the business in some ways. The study focuses on the main reason for the problem and finds way to solve them.

1.5 Research Objectives

- To assess the demographic profile of the respondents working in ABT Ltd, Coimbatore.
- To analyze the influence of demographic difference and its impact on employee engagement.
- To enumerate the demographic difference and its impact on employee retention.
- To examine the relationship between employee engagement and employee retention.
- To study the moderation effect of income on employee engagement and employee retention.

1.6 Hypothesis

H01: There is a significant impact of demographic differences on employee engagement.

H02: There is a significant impact of demographic differences on employee of retention

H03: There is no significant relationship between employee engagement and employee retention.

H04: There is a significant effect of income on employee engagement and employee retention

1.7 Scope of the study

The scope of the study is to find out the reason why the employees leave the organization in a short period of time after their appointment. The study includes the employees from the particular departments that had constantly faced the problem. The departments that faced the problem are, Service, sales, insurance, customer care and hyper local. The study is limited only to those departments and contains 110 responses from the employees. The study aims to find out the reason for the existing problem by analysing the responses received from the particular group of employees and provide them with the solution to overcome the problem.

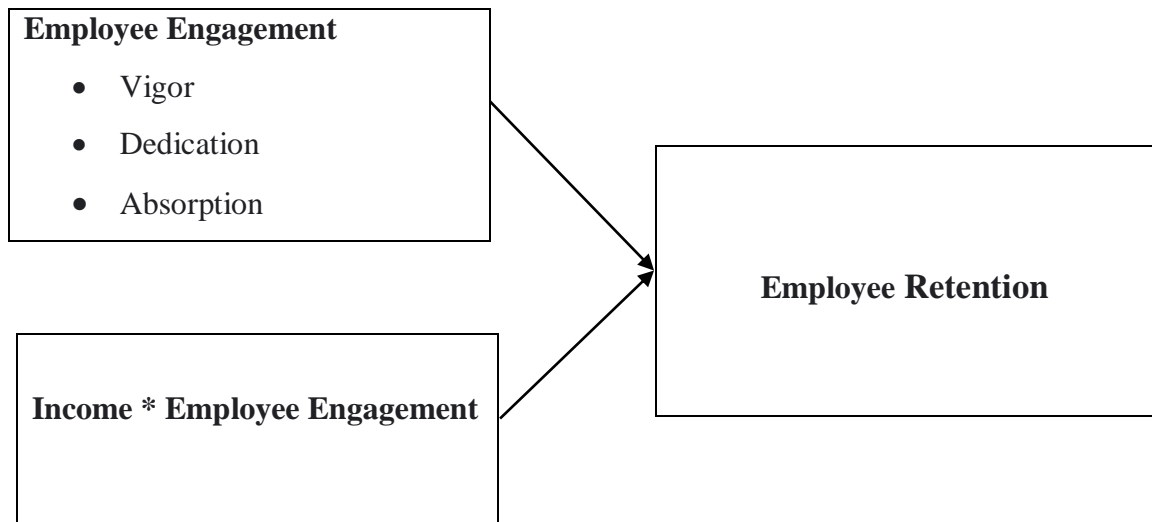
1.8 Limitations of the study

- The study does not include the participation of all the departments in the organization.
- The study is conducted only in the departments that have faced this problem frequently.
- The study does not have a vast population considering the seriousness of the problem and its consistency.
- The study focuses only on the problems and reasons of the employees to leave the organization and not about the general problems and dissatisfaction of the employees.

1.9 Conceptual framework

Figure 1.1

1.1 Conceptual framework



1.9.1 Conceptual Framework contents

The conceptual frame work is designed as per the mode of study. The independent variable (Employee engagement) is measured using the standard scale called “UWES Scale” that contains the variables Vigor, Dedication and Absorption. These variables containing certain statements rightfully measure the respondent’s level of engagement towards their job.

Vigor

- Vigor is the variable that refers to the high level of energy and mental resilience of the employees while working. It also refers to the willingness of an individual to invest a lot of effort in one’s work, and persistent in the facing of difficulties.

- If the employee is able to agree with the statements it would show that the employee has high energy while working and is willing to put all the efforts for the work and is persistent.

Dedication

- Dedication is the variable that refers to an individual being involved in one's work and finding meaning in their work and experiences a sense of enthusiasm, inspiration and pride towards their job.
- If the employee is able to agree with the statements it would show that the employee is highly involved in their job and has high enthusiasm and pride towards their job.

Absorption

- Absorption refers to an employee being fully concentrated and engrossed in their work, where time passes quickly and has difficulties in detaching themselves from work.
- If the employee agrees to the statements it would show that the employees are fully concentrated in their job and it is difficult to detach them from their work.

The dependent variable (Employee retention) is being impacted by the dependent variable. The positive change in the independent variable would bring a positive impact in the dependent variable and vice versa.

The Moderation study is used for performing the operation for the primary objective that is to study the moderation effect of income on employee engagement and employee retention. To represent this operation **Income * Employee engagement** is used to show its combined effect on Employee retention.

1.10 Company Profile

From a seed to a wide spread tree, ABT has become a successful organization over the years. It is a public sector company that is service, retail and sales oriented. Since its establishment on 1921, being into the service sector for more than 100 years, it has surely seen the growth such as; owning more than 350 Company owned containerized vehicles, more than 120 routes spreading across eight states, 216 lakhs kilometers running per year, with more than 500 stations spreading across eight states namely Tamil Nadu, Kerala, Karnataka, Andhra Pradesh, Pondicherry, Goa, Gujarat and Maharashtra today. 6 Lacs tones handling of goods per year. A total of Rs. 2400 Crores value of goods booking per year. 1 Crore No. of articles being booked per year. Company owned warehouses in all District headquarters, dedicated team of employees, richly experienced Agents Network, Trained Drivers Own Workshop. TATA trained technician. Computerized operations at Branches, Computerized central tracking of cargo.

ABT parcel service Limited corporate office is located in Coimbatore, Tamil Nadu, India and is part of the Other Support Activities for Transportation Industry. ABT parcel service Limited has 2,709 total employees across all of its locations. The company has other business like ABT Maruti that is a direct dealer of Maruti cars and providing services and spare parts, further divided into two called ABT Maruti Arena for low grade cars and ABT Maruti Nexa for high grade and new cars. The other one is Shakti sugars that sell sugarcane products. They also sell quality products like biscuits, Miracle a health drink for the children, a gadget called Geek- Dino, A tab that is useful for education and business, designed for the students and few Organizations.

The company owns vehicles that are both bought and used in a contract basis. The employees are divided into three types on the basis of Contract, Bargaining and Management. The parcel service sector has three departments based on their role such as Operational, Fleet and Agency or depot. There is an Insurance and Customer care, departments. The internship programs are also offered for six months for the college students and also graduates who want to gain some knowledge and training.

1.11 Industry profile

The type of industry the company is into is retail and service industry. The retail industry is any company that sells the goods and services to the consumers. The main business of the organization is providing parcel services throughout the state. The organization is a retail seller of Maruthi cars and spare parts. There are stores and service center for the cars widely available all over the state. The selling of these cars by the company is being purchased in retail. The company also sells multiple self-produced products for the employees and the consumers in the organization. The industries the company focuses and rely the most are retail and service industries. The retail industry is where the services are being sold to the consumer directly by the dealer. The dealer understands the needs and expectations of the consumers which make him sell the right product to the right person. The service industry is to simply provide the required services for the consumers as they can use one when required. The retail and service industry together can be benefit for the organization as both the industries are to serve the customers.

The retail industry of the company focuses on maintaining the stores and the workshops for the customers to be able to be easily accessible. The retail industry is working on the development of the company in terms of customer satisfaction and goodwill. The service industry of the organization is working on the sales of its goods for the customers benefit. The company focuses on the betterment of both the retail industry and the service industry for its business success. It is important for the organization to develop in both the industries for its success.

1.12 SWOT analysis of the industry

Figure 1.2

1.2 Swot Analysis

<p style="text-align: center;"><u>STRENGTH</u></p> <ul style="list-style-type: none">• Location of the showroom and the workshops.• Using different sales techniques.• Building trust among the people.• The way the retailer builds their strong relationship with the consumers.• The availability of goods and services.• Pricing mechanisms.• Delivering the products on time.	<p style="text-align: center;"><u>WEAKNESS</u></p> <ul style="list-style-type: none">• Size of the store, if it is not big enough to showcase the products.• Selling of duplicate and low quality of products and services.• Not being specific about the products sold in the store.• The lack of industrial experience may turn out to be a threat.
<p style="text-align: center;"><u>OPPORTUNITY</u></p> <ul style="list-style-type: none">• To sell the products to attract the target customers.• To offer variety of products for the consumers that are the main target and are regular customers.• To set up an online store to expand the business even more.• The products can be sold to a large variety of people if expanded through online or by stating a new store.	<p style="text-align: center;"><u>THREAT</u></p> <ul style="list-style-type: none">• The location can turn to be the biggest threat.• High rental costs may affect the profit of the store.• The change in the trends can be one of the biggest threats.• The stores might face loss for the few time periods when starting the business.

CHAPTER II

REVIEW OF LITERATURE

2.1 Introduction

The purpose of a literature review is to gain an understanding of the existing research and debates relevant to a particular topic or area of study, and to present that knowledge in the form of a written report. A literature review is a piece of academic writing demonstrating knowledge and understanding of the academic literature on a specific topic placed in context. A literature review also includes a critical evaluation of the material.

2.2 Literature review

Amena Shahid (2019) had conducted a study to enable the Organizations to understand that engagement may differ by an employee or a group and to identify the factors that impact engagement at workplace. The survey included 717 samples from an Organization in HR and relevant fields. It was found that 90% of the employees think that there is a evidence that links engagement to performance and less than 70% of the employees are engaged to their job.

Rameshkumar. M (2019) in their study explored the two variables work and organizational engagement. The study focuses on the workers prespective on employee engagement. For the case of study 440 samples were distributed out of which 413 responses were finalised. It is found that employee engagement is positively related to affective components of the organization and is not related to continuance of organizational commitment.

Carter, W. R., Nesbit, P. L., Badham, R. J., Parker, S. K., & Sung, L.-K. (2018) had suggested that both self- efficacy and employee engagement must be taken in account while job performance studies are being conducted by the HRM practitioners. Initially 100 responses were expected and 64responses were received. It was found that the job performance can be predicted by employee engagement.

Owais Nazir, Jamid Ul Islam (2017) had conducted the study to examine the relationship between Organizational support, Employee engagement, employee performance and affective commitment. 410 samples were collected from various higher educational institutes. It was found that there is a positive influence of Organizational support on employee performance and affective commitment and that it was also mediated to employee engagement.

Fazna Mansoor, Zubair Hassan (2016) had conducted a study to examine the key factors influencing employee engagement determined by the researchers previously. The factors being communication, team work and collaboration, company management, job role, learning and development. Out of 300 samples distributed 201 samples from full time workers has been collected. From the samples it has been found that team work and collaboration is an important factor to be enforced in a company, company management and communication are least practiced, job role and learning and development has positive effects on employee engagement.

Liat Eldor & Eran Vigoda- Gadot (2016) had conducted the study to strengthen the employee engagement concept and its relation with other close concepts. Psychological empowerment and psychological contract are the concepts employee engagement was compared to. A total of 593 samples were collected from 368 private sector employees and 225 public sector employees. It was found that employee engagement out of all the concepts has a incremental value for work.

Woocheol Kim, Gohar Feroz Khan, Jacob Wood and Muhammad Tariq Mahmood (2016) in their study examined the key factors used in the employee engagement research titles and abstracts using analysis techniques. This study is based on 1406 employee engagement articles. According to the study that involved the survey of 2800 responds in 113 countries it was found that sustainability is the issue in the organizations and in most of the organizations it is a key component.

Rabia Asif, Sabahat Nisar (2022) had conducted a study to reveal the antecedents of employee retention by analyzing the impact of HR practices such as career development opportunities, work-life policies, good supervision, and rewards. 400 questionnaires were distributed in six institutions and 350 were received out of which 325 samples were finalised. The research has found that there is a positive influence of rewards and work- life balance on employee retention whereas good supervision and career opportunities do not have a positive effect on employee retention.

Ricardo S. Biason (2020) had conducted a study to explore and understand the relationship between job satisfaction and employee retention. 100 Samples were collected from the employees from different Organizations. It was found in the study that Job satisfaction improves employee retention. When the employees are satisfied with their job they tend to believe that their skills are being used in the work they do and it eventually results in higher level of employee retention.

Ala'aldin Alrowwad, Bader Obeidat, Areej Al-Khateeb & Ra'ed Masa'deh-(2018) had studied to explore the relationship between work life balance, talent management, motivational driveres of employee engagement and Organization performance in telecommunication and information technology sector. Out of 3305 employees 250samples were distributed and filled. The study found that there is a positive impact of the variables on each other and that the impact helps to change the performance of the Organization.

Dr. Bhat Irshad Ahmad, Prof. Bharel Shailendra Kumar, M Malla ohd Rafi (2018) had conducted a study that aims to highlight the way the present organizations know the importance of engagement and committed workforce and their need to attain success. 200 questionnaires were distributed to the employees in the service sector. It was found that there is a relationship between employee engagement, organizational performance and employee retention. It was also found that there has to be someservice sectors to demonstrate the level of commitment to the employees for their performance development.

Bhavesh Jha, Aman Kumar(2016), their purpose of this study is to determine that employee engagement is the strategic tool to enhance performance in an organization. 100 samples were collected from people working in leading organizations. It was found that the employees do not love working and are mostly dissatisfied about their jobs and the opportunities they receive. The employees feel like they don't get to utilize their skills and ideas in the job. The employees also feel like they are undercompensated.

Paluku Kazimoto (2016) had conducted the study to analyze the factors of employee engagement and performance from the retail enterprises. The total of 120 questionnaires were distributed to the respondents. It is found that the degree of employee engagement and job satisfaction are very high and there was no relation between employee engagement and job assignment in the enterprise.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. The purpose of the research methodology is to explain the reason behind the research and the methods used for collecting data and the tools used for the analysis process. Research methodology consists of all the details about the project and the sources. The description of the research design, sample design and the tools used for the analysis are showed in this chapter.

3.2 Research Design

To analyse the research problem undertaken for the study, a descriptive study using primary data is considered appropriate. Descriptive research design is used for judging or interpreting. Descriptive research design is also known as statistical research design. It describes the characteristics about the population being studied. The methodology was designed after considering the area and population of the study.

3.3 Period of the study

The data used for analysis in this study were collected for a period of two months from February 2022 to March 2022.

3.4 Nature of data

Primary data have been collected for the study using structured questionnaire.

3.5 Area of the study

The sample has been collected from the employees of ABT Ltd, Coimbatore, in particular departments from the states like Coimbatore, Chennai, Karur, Trichy, Tiruppur, Madurai, Namakkal and Virudhunagar.

The study has been conducted in the departments that faced certain problems. The employees that belonged to service, sales, insurance, customer care and hyper local faced the problems and hence they are the final respondents.

3.6 Sample design

The sample design for this study is random sampling method. The responses were collected by distributing questionnaires printed in a sheet and was also distributed in Google forms to the respondents from other branches with the help of the employers of the departments from which the responses were collected.

3.7 Sample Size

The population of the study was initially aimed to 150. A total of 112 responses were collected from the employees of certain departments from different branches, out of which 110 responses were finalized.

3.8 Sampling Techniques

Sampling techniques helps to gather samples depending upon the need and situation. In this study, convenience sampling has been used. This is a sampling method that was used to collect the samples as they were convenient for the researcher.

3.9 Data collection method

Data collection method was framed using the questions including the variables and their measures. The questionnaire contained demographic profile of the employees. The questions for employee engagement were framed using the “Utrecht Work Engagement Scale(UWES Scale)” by Wilmar Schaufeli and Arnold Bakker that is standard for measuring the variable. The questions for employee retention were framed by referring few articles that had already conducted research on the similar topic. The questions for employee retention were taken from the articles “The effect of job satisfaction to employee retention” by Ricardo S. Biason and “Role of leadership on employee retention- a study on corporate hospitals” by Dr. K.S. Sekhara Rao, Ch. Sahyaja, P. Akhil, N. Lakshmi Narasimha.

The questionnaire contained 9 statements under employee engagement and 17 statements under employee retention. The questionnaire used the 5 point Likert scale to measure the responses appropriately.

3.10 Sources of data

The sources of the data include the details from where the certain data were taken from. The data and the details are being taken from certain sources to conduct the study with effectiveness. The data might be taken from various sources and the mentioning of the sources is for referring the details when needed.

3.10.1 Primary Data

The primary data collection is used in this study. For the collection of primary data a questionnaire was framed and distributed. The data collected from the questionnaires to get the responses from the respondents are primary data.

3.10.2 Secondary Data

Secondary data for the study was used for Industry profile, Variable definition, Literature Review collected through Internet, journals, articles and company brochure. The questionnaire was adopted from the articles that have previously conducted study in the similar topics.

3.11 Tools used for analysis

The statistical tools used are selected based on the suitability to examine the objectives of the research using the SPSS statistical package. Percentages, Correlation, Regression, and Moderation study was done using Interaction software were used for analysing the data collected for the study.

- SPSS software
- Interaction Software

3.12 Percentage analysis

Percentage analysis is one of the statistical measures used to describe the characteristics of the sample or population in totality. Percentage analysis involves computing measures of variables selected for the study.

$$\text{Percentage} = \frac{\text{Score obtained}}{\text{Total score}} \times 100$$

3.13 Regression

Regression Analysis is a mathematical measure of the average relationship between two or more variables in terms of the original units of the data. In regression analysis, there are two types of variables. The variable whose value is influenced or is to be predicted is called the dependent variable and the variable which influences the values or is used for prediction is called Independent variable.

In this study, the effect of the relationship between the dependent variable (Employee Retention) and their corresponding independent variable (Employee Engagement) is calculated using regression analysis.

The following formula is used for calculated the regression:

$$Y = a + bX$$

Where as

Y= Dependent variable

a= Constant variable

b= Beta Coefficient for X

X= Independent variable explaining the variance

3.14 Correlation

The most familiar measure of dependence between two quantities is “Pearson’s correlation”. It is obtained by dividing the covariance of the two variables by the product of their standard deviations.

A correlation is a single number that describes the degree of relationship between two variables.

In this study, the direction of the relationship between all the dependent 21 variables and their corresponding independent variables is calculated using the correlation coefficient.

3.15 Moderation Study

Moderation occurs when the relationship between two variables depends on a third variable. The effect of a moderating variable is characterized statistically as an interaction.

The Interaction software was used for the analysis of moderation study between the demographic factor income and its impact on both dependent (Employee retention) and independent (Employee engagement).

The regression value of the two variables is used as the variables of the moderation study.

3.16 Data Analysis

Data analysis is the compilation of all the operations to be performed and the tools used for the operations.

Table 3.1

3.1 Data analysis table showing the operations to be performed and the appropriate tests

Variable 1	Variable 2	Operations to be performed	Test
Demographic differences	Employee engagement	To analyze the influence of demographic differences and its impact on employee engagement.	Simple Regression
Demographic differences	Employee retention	To enumerate the demographic difference and its impact on employee retention.	Simple Regression
Employee engagement	Employee retention	To examine the relationship between employee engagement and employee retention	Pearson's Correlation
Income on employee engagement	Employee retention	To study the moderation effect of income on employee engagement and employee retention.	Interaction Effect

CHAPTER IV

ANALYSIS AND INTERPRETATION

4.1 Introduction

The analysis part is where the result and interpretation of the entire study is presented. The analysis includes the findings of the study to get a clear view of the results. Analysis part is where the entire study is being processed and understood to get results and to come to the conclusion. It gives a clear view of the study and helps to understand whether the study is a significant one or not. The purpose of analysis is to conclude the study with the results of the tools and the performed instruments and to interpret the results to have a clear view of the results. The analysis and interpretation part is the main part of the project as it is the one that gives the results of the performed study and that is the study covered as a whole to get the accurate results.

4.2 Analysis and Interpretation

The analysis and interpretation part are the ones where the results are being discussed and the interpretations and discussions are made through certain explanations and reasons. Analysis of the data collected is done using certain instruments and software for the accurate results. The instruments used for the study is determined and performed using certain tools for appropriate and accurate results.

4.2.1 Descriptive Statistics

Percentage analysis is one of the statistical measures used to describe the characteristics of the sample. In this study, percentage analysis was carried out for demographic characteristics and tax filing related characteristics of the respondents.

4.2.2 Demographic Profile

Demographic profile is the part of the questionnaire that contains the respondent's required personal details. They are collected for the need of measuring certain variables. It includes gender, age, education, district, income and experience in an organization.

Table 4.1

4.1 Demographic categories of the Respondents

Variables	Categories	Frequency	Percentage
Gender	Male	6	5
	Female	104	95
	Total	110	100
Age	18-25 Years	49	44
	26-35 Years	44	40
	36- 45 Years	15	14
	45-55 Years	2	2
	Above 55 Years	0	0
	Total	110	100
Education	UG	89	81
	PG	21	19
	Total	110	110
District	Coimbatore	47	43
	Others	63	57
	Total	110	100
Income per month	Up to Rs. 15000	99	90
	Rs.15000-Rs.30000	8	7
	Rs.30000-Rs.40000	3	3
	Above Rs. 40000	0	0
	Total	110	100
Experience in the organization	0-5 Years	86	78
	6-10 Years	15	14
	11-15 Years	7	6
	More than 15 years	2	2
	Total	110	100
Prior experience in other organizations	Yes	60	55
	No	50	45
	Total	110	100

Interpretation

- On the basis of gender 95% are female and 5% are male. Thus, majority of the respondents are female.
- It is observed that 44% of the respondents are between the age group 18-25 years, 40% of them are between the age group 26-35 years, 14% of the respondents are between 36-45 years old and 2% of the respondents are between 45-55 years. The majority of the respondents are between the age group of 18-25 years.
- The educational qualification of the respondents is 81% of them have completed UG level degree and 19% of the respondents have completed PG level of degree. The majority of the respondent's educational qualification is UG.
- According to the locality of the respondents 43% are from Coimbatore and 57% of them are from different districts in TamilNadu. Thus, the majority of the respondents are from other districts.
- With the regard of the income earned by the respondents every month, 90% of the respondents receive up to Rs. 15000, 7% of the respondents receive Rs. 15000-30000, 3% of the respondents receive income of Rs. 30000-40000. Thus the majority of the respondents receive income up to Rs. 15000.
- The experience of the respondents in the organization are 78% of the respondents have worked for 0-5 years 17% of the respondents have been in the organization for 6-10 years, 7% of the respondents have worked for 11-15 years, and 2% of the respondents have more than 15 years of experience. So the majority of the respondents have 0-5 years of experience in the organization.
- 55% of the respondents have had prior experience in other organizations and 45% of the respondents do not have any prior experience in other organizations. Thus, the majority of the respondents have prior experience in other organizations.

4.2.3 Simple Regression

To study the influence of demographic differences on employee engagement simple regression has been used. Regression is used to know the impact that the one variable has on the other variable.

Table 4.2

4.2 Table showing the impact of demographic differences on employee engagement

Model	Unstandardized coefficient		Standardized coefficient	t	Sig
	B	Std. Error	Beta		
(Constant)	.260	.232		1.120	.265
Employee engagement	.924	.052	.864	17.862	.000
Demographic	.219	.175	.262	6.432	.001
R	.864 ^a				
R²	.747				
Adjusted R Square	.745				
ANOVA Sig. value					.000

H01: There is a significant impact of demographic differences on employee engagement

Interpretation

The above table shows that there is a significant impact of demographic factors and employee engagement. The demographic differences among the employees have certain impact on the employees being engaged to their jobs. The demographic differences of the employees may influence their way of working and their interest towards their work depending on various lifestyles.

There is a significant impact demographic differences have on employee engagement. The value of employee engagement is .000 which is less than 0.05 and it is a null hypothesis. The null hypothesis here is accepted.

Table 4.3

4.3 Table showing the impact of demographic differences on employee retention

Model	Unstandardized coefficient		Standardized coefficient	t	Sig
	B	Std. Error	Beta		
(Constant)	1.413	.204		6.922	.000
Employee retention	.673	.246	.230	4.351	0.004
Demographic	.050	.046	.105	1.097	.275
R	.105 ^a				
R²	.011				
Adjusted R Square	.002				
ANOVA Sig. value					.275

H02: There is a significant impact demographic difference on employee of retention.

Interpretation

The above table shows that there is a significant impact of demographic differences on employee retention. There are definitely certain impacts that the demographic factors have on the behaviour of the employees and their choices. The employees' way of working may change depending on their demographic and personal traits. The differences between the employee's traits and values influence their working capacity.

There is a significant influence demographic differences have on employee retention. The value of employee retention is .004 which is less than 0.05 and it is a null hypothesis. The null hypothesis here is accepted.

4.2.4 Pearson’s correlation

Pearson’s correlation measures the strength of the linear relationship between two variables. The correlation study shows the relationship between two different variables and if they are significantly related or not.

Table 4.4

4.4 Table showing the relationship between employee engagement and employee retention

Factors		Employee engagement	Employee retention
Employee engagement	Pearson Correlation	1	.105
	Sig. (2-tailed)		.275
Employee retention	Pearson Correlation	.105	1
	Sig. (2-tailed)	.275	

H03: There is no significant relationship between employee engagement and employee retention.

Interpretation

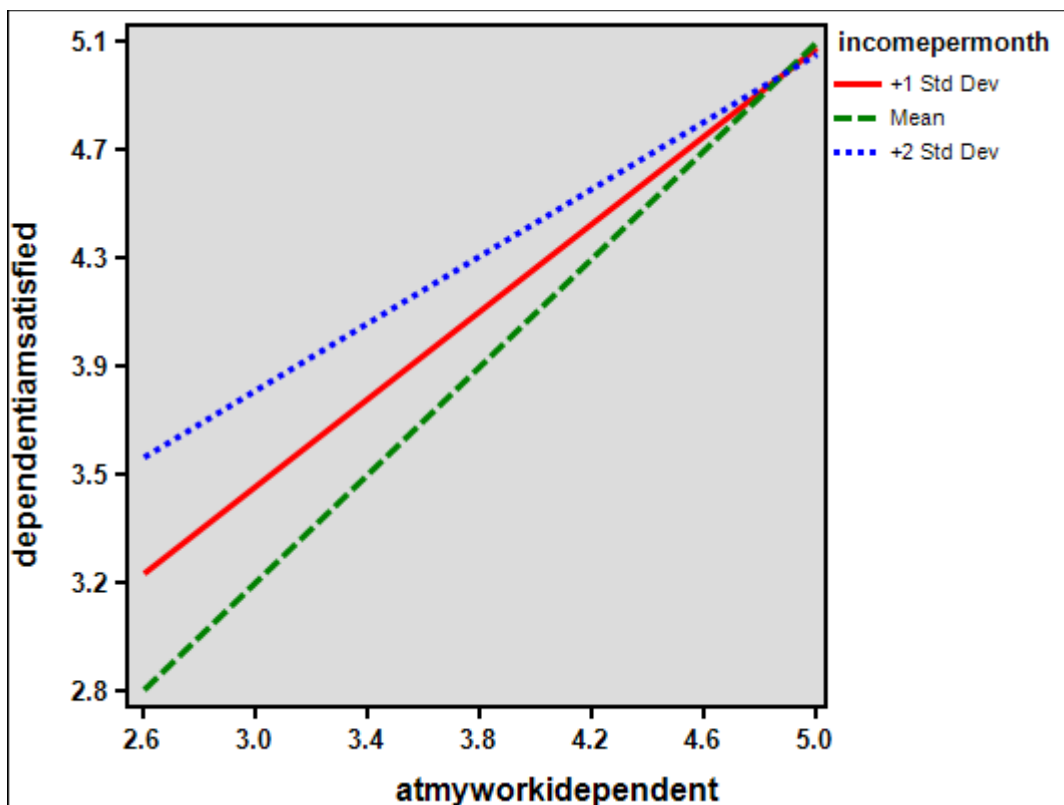
Employees must be engaged to do their jobs in a dedicative way. Employee engagement highly impacts employees to retain in the organization for a long time. In the above table the values of the variables are .105,.275 which are greater than 0.05 which results to null hypothesis.The null hypothesis here is being rejected and an alternative hypothesis is accepted. Employee engagement and employee retention have positive relationship.

4.2.5 Moderation Study

The moderation study was performed using Interaction tool to find out if Income has any effect on employee engagement and employee retention. The demographic factor income was taken to find out if it influences the two variables employee engagement and employee retention.

Figure 4.1

4.1 Moderation study graph



H04: There is a significant effect of income on employee engagement and employee retention

Interpretation

In the interaction plot above, the lines are not parallel. The more non parallel the lines are the greater the strength of the interaction. The interaction effect indicates that there is a strong relationship of income with employee engagement and employee retention. The interaction effect of the income with other variables shows that income influences the relationship between employee engagement and employee retention. The moderation study indicates that employee engagement and employee retention have high interaction effect.

4.2.5.1 Statistical Analysis

***** MODEL SUMMARY

R: 0.784316801

R Square: 0.615152845

R Square Adjusted: 0.604260944

Standard Error of the Estimate: 0.536971427

R Square Contribution of the Interaction Term(s): 0.003886102

RESEARCH MODEL: $Y = B1X1$

+ $B2X2$

+ $B3X1X2$

+ $B0$

WHERE: $Y =$ Employee retention

$X1 =$ Employee engagement

$X2 =$ Income

$B0 =$ Regression constant

***** END MODEL SUMMARY

***** MODEL ANALYSIS OF VARIANCE

Sum of Squares	Degrees of Freedom	Mean Square	F	Significance
Regression: 48.85432053	3	16.28477351	56.47800767	0.000000001
Residual: 30.56386128	106	0.288338313		
Total: 79.41818181	109			

***** END ANOVA

Interpretation

In the above result, the R value is 0.784 and the R square is 0.615 it indicates how the independent variable employee engagement impacts the dependent variable employee retention which is statistically significant. The above result shows that the ANOVA P value is 0.00 which is less than 0.05; therefore the test is statistically significant. Hence, demographic factor income has a significant effect on the independent variable employee engagement which is good enough to impact the dependent variable employee engagement.

4.3 Summary of the Hypothesis

The summary of the hypothesis is the part that contains the table of the results of the all hypothesis found in the study and to mention whether the hypothesis is accepted or rejected. It is a table that gives clear view on the statistical tests performed for each objective and to look if the results are accepted according to the mode of the study

Table 4.5

4.5 Table showing the summary of the Hypothesis and the result

Hypothesis No	Hypothesis	Statistical Tests	Result	Accepted/ Rejected
H01	There is a significant impact of demographic differences on employee engagement	Regression	Null Hypothesis	Accepted
H02	There is a significant impact of demographic differences on employee retention	Regression	Null Hypothesis	Accepted
H03	There is no significant relationship between employee engagement and employee retention.	Correlation	Null Hypothesis	Rejected
H04	There is a significant effect of income on employee engagement and employee retention	Moderation Study	Null Hypothesis	Accepted

CHAPTER V

SUMMARY

5.1 Introduction

The final stage of the project is to put together the findings from the operations performed and the results found. The suggestions are given to the organization based on the findings of the study and the interpretation. The findings and the interpretations found by performing certain operations and tools, the analysis done for each objective are the results of the study and these findings are found from the operations performed. The conclusion of the study contains what the study actually concludes after performing the necessary operations.

5.2 Findings

From the study and the operations performed the following were found after the interpretations

5.3 Percentage Analysis of Demographic factors

The following findings show the majority of the respondents under each demographic factor:

- 95% of the respondents are female.
- 44% of the respondents are between the age group 18 – 25 Years.
- 81% of the respondents are UG graduates.
- 57% of the respondents are from the other districts other than Coimbatore.
- 90% of the respondents receive up to Rs.15000 income every month.
- 78% of the respondents have worked for 0-5 years in the organization.
- 55% of the employees have already had prior experience with other organizations

5.4 Simple Regression

- There is a significant impact of the demographic differences on employee engagement.
- There is a significant impact of the demographic differences on employee retention.

Table 5.1

5.1 Table showing the hypothesis of the impact of the demographic differences on employee engagement.

Hypothesis	Findings
H01: There is a significant impact of demographic differences on employee engagement	Null hypothesis is accepted

Table 5.2

5.2 Table showing the hypothesis of the impact of the demographic differences on employee retention

Hypothesis	Findings
H02: There is a significant impact of demographic differences on employee retention	Null hypothesis is accepted

5.5 Correlation

- There is no significant relationship between employee engagement and employee retention

Table 5.3

5.3 Table showing the hypothesis of the relationship between employee engagement and employee retention

Hypothesis	Findings
H03: There is no significant relationship between employee engagement and employee retention	Null hypothesis is rejected.
H1: There is a significant relationship between employee engagement and employee retention	Alternative hypothesis is accepted

5.6 Moderation Study

- There is a significant effect that income has on employee engagement and employee retention.

Table 5.4

5.4 Table showing the hypothesis of the effect of income on employee engagement and employee retention.

Hypothesis	Findings
H04: There is a significant effect of income on employee engagement and employee retention	Null hypothesis is accepted

5.7 Suggestions

For employers:

- The employers may support the employees to open up about their problem and help them to solve it.
- The employers have to take action against the people who force the new employees to leave the Organization, if reported.
- The employers can implement job rotation practice to reduce this problem as every employee gets to experience different rules and gets to work with different team mates.
- The employers must offer higher salary and exposure to the employees for better retention.

For Employees:

- The employees have to report to the superiors if there is any ongoing problem in the department or in personal.
- The employees should work for the fullest and use their skills and abilities to gain their recognition in the Organization.
- The employees must try to get along with the other employees to have a healthy work relationship.

5.8 Conclusion

- ✓ Employee engagement and employee retention has certain impacts on the organization's performance.
- ✓ The development of these two variables among the employees may help the organizations to develop its performance and growth.
- ✓ The employee's engagement towards their job can be developed by giving them certain welfares and benefits.
- ✓ It is therefore proved that these variables are to be considered when an organization is formed

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ANNEXURE

Questionnaire

Dear Sir/Madam,

I am pursuing my MBA project on the topic 'Employee Engagement and its impact on Employee Retention at work place' among the employees at ABT Limited. I request you to kindly spare your valuable time and provide response to the questions given below. I assure you that the responses obtained will be used for academic purpose only and kept confidential.

Please circle the appropriate choice which you feel is the right response.

Demographic Profile:

1. Gender: a) Male b) Female
2. Age: a) 18-25yrs b) 26-35yrs c) 36-45yrs d) 45-55yrs e) Above 55 yrs.
3. Education : a)UG b)PG
4. District: a)Coimbatore b)Others
5. Income per month:
a) Up to Rs. 15000 b) Rs.15000- Rs. 30000
c) Rs. 30000-Rs. 40000 d) Above Rs. 40000
6. Designation:
7. Department:
8. Since how many years are you working with this Organization?
a) 0-5 years b) 6-10 years c) 11-15 years
d) More than 15 years
9. Did you have any prior experience in other organization?
a) YES b)NO
10. If 'YES', How many years?

EMPLOYEE ENGAGEMENT

The questions below measure the level of engagement an individual has towards their job.

For the questions given below kindly circle your level of agreement on a 5-point scale:

5 – Strongly Agree; 4 – Agree; 3 - Neutral; 2 - Disagree; and 1 – Strongly Disagree

1	At my work, I feel bursting with energy.	5	4	3	2	1
2	I can continue working for very long periods at time.	5	4	3	2	1
3	When I get up in the morning, I feel like going to work.	5	4	3	2	1
4	I am enthusiastic about my job.	5	4	3	2	1
5	My job inspires me.	5	4	3	2	1
6	To me my job is challenging.	5	4	3	2	1
7	I get carried away when I am working.	5	4	3	2	1
8	I feel happy when I am working intensely.	5	4	3	2	1
9	When I am working, I forget everything else around me	5	4	3	2	1

EMPLOYEE RETENTION:

The questions below measure the willingness of an individual to retain in their company.

For the questions given below kindly circle your level of agreement on a 5-point scale:

5 – Strongly Agree; 4 – Agree; 3 - Neutral; 2 - Disagree; and 1 – Strongly Disagree

1	I am satisfied with my job.	5	4	3	2	1
2	I am satisfied with the working hours of my job.	5	4	3	2	1

3	I am paid fairly for the work I contribute to the company.	5	4	3	2	1
4	I want to stay in my company because there is career advancement for me.	5	4	3	2	1
5	My superior treats me with respect.	5	4	3	2	1
6	I have a good working relationship with my colleagues and superiors.	5	4	3	2	1
7	I get to utilize my skills and talent.	5	4	3	2	1
8	I am comfortable working with my team members.	5	4	3	2	1
9	My opinions are valued and considered.	5	4	3	2	1
10	My job enables me to learn and develop new skills.	5	4	3	2	1
11	I would rather stay in this company if offered the same job at another organization.	5	4	3	2	1
12	My doubts are clarified by my superiors.	5	4	3	2	1
13	I am given the freedom to open up about my thoughts and suggestions to my superiors.	5	4	3	2	1

14	My superior has empathy towards my emotions.	5	4	3	2	1
15	I feel comfortable discussing my problems with my superiors.	5	4	3	2	1
16	I receive useful and constructive feedback from my direct supervisor.	5	4	3	2	1
17	All the employees are treated equally and fairly.	5	4	3	2	1

Please add any comments or suggestions if you have any: (Optional)

Thank you for sparing your valuable time