

A STUDY ON ANTECEDENTS AND CONSEQUENCE OF EMPLOYEE ENGAGEMENT IN BSNL, TRICHY

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ABSTRACT

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The main objectives of this are to study the demographic profile of respondents of BSNL And To study and analyze about the Antecedents and Consequences of Employee Engagement in BSNL trichy. This research done in BSNL trichy. Questionnaire was used to describe the data from the respondents. Data collected from 107 respondents'. Secondary data collection method was used for this research. The research design is descriptive in nature. And also researcher used some statistical tools such as chi-square and percentage analysis. This research concluded that Employees who are actively engaged in their work show more loyalty towards the organization. The best part is that they need less focus and attention of managers to perform their task as they themselves feel accountable for their job responsibilities and results attained.

1.1 INTRODUCTION ABOUT THE STUDY:

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values.

Every organization wants to gain competitive advantages over others and employee engagement is the best tool for it. In fact, employee engagement is considered to be the most powerful factor to measure Company's strength. Employee engagement is a way through which employees put all their powers and devotions

to assist the customers of the organization. This results in organization success if employees have capability of giving all supportive efforts and acts with their full eagerness

DEFINITION:

1. According to **Khan** the employee engagement is define as the *“harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.”*
2. **Wellins and Concelman** call employee engagement *“the illusive force that motivates employees to higher levels of performance.”*
3. **Robinson, Perryman and Hayday** defines engagement as *“a positive attitude held by the employee towards the organization and its values”*.

FEATURES OF EMPLOYEE ENGAGEMENT:

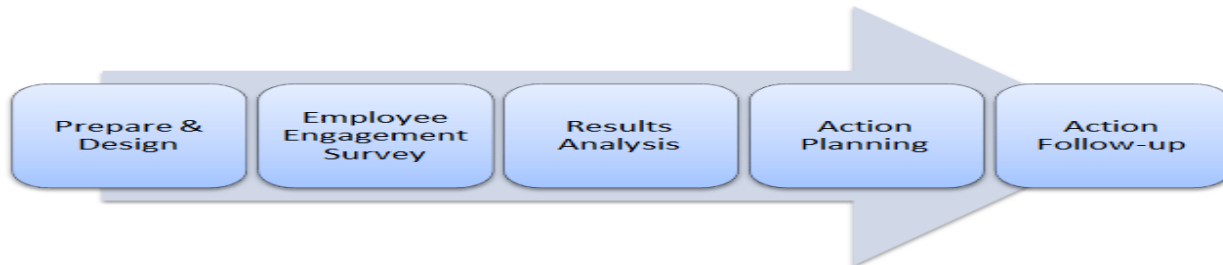
1. Understanding of business context and the ‘bigger picture’
2. Respectful and helpful to colleagues
3. Willingness to go to extra mile
4. Belief in organization
5. Desire to work to make things better.
6. Keeping up to date with developments in field.

DIAGNOSTIC TOOL OF EMPLOYEE ENGAGEMENT:

1. Training and development.
2. Performance management.
3. Communication.
4. Equal opportunity.
5. Fair treatment.
6. Health and safety.
7. Co-operation.
8. Job satisfaction.
9. Immediate management.

PROCESS IN EMPLOYEE ENGAGEMENT:

Success of any organization is the higher involvement, engagement and dedication of employees towards their jobs and their continuous performance to attain more, it is necessary to keep their spirits high, motivate them to perform their best always and generate a breed of satisfied and dedicated employees.



1. **Prepare and Design:** The first step in the process is about discovering the specific requirements of your organization and deciding the priorities. After that a customized design of carrying the whole process can be designed. It is recommended to seek advice of expert management consultant in order to increase the chances of getting it done right at the first attempt.
2. **Employee Engagement Survey:** Design the questions of the employee engagement survey and deploy it with the help of an appropriate media. It can be either in printed form or set online depending upon the comfort level of the employees and your questionnaire evaluation process.
3. **Result Analysis:** It is the most important step in the entire process. It is time when reports are to be analysed to find out what exactly motivates employees to perform their best and what actually disengages them and finally compels them to leave the organization. The results and information can then be delivered through presentations.
4. **Action Planning:** ‘How to turn the results of the survey in to an action’ is a challenging question that organisations need to deal with the utmost care. Coaching of line managers as well as HR professionals is very important in order to tell them how to take appropriate actions to engage employees. They should also be told about do’s and don’ts so that they can successfully implement the changes.
5. **Action Follow-up:** Action follow up is necessary in order to find out if the action has been taken in the right direction or not and if it is producing the desired results.

INDUSTRY PROFILE

“TELECOMMUNICATION NETWORK”

In today's information age, the telecommunication industry has a vital role to play. Considered as the backbone of industrial and economic development, the industry has been aiding delivery of voice and data services at rapidly increasing speeds, and thus, has been revolutionizing human communication.

The Indian telecommunications industry is one of the fastest growing in the world. Government policies and regulatory framework implemented by Telecom Regulatory Authority of India (TRAI) have provided a conducive environment for service providers.

This has made the sector more competitive, while enhancing the accessibility of telecommunication services at affordable tariffs to the consumers. In the last two decades, the Indian Telecom Sector and mobile telephony in particular has caught the imagination of India by revolutionizing the way we communicate, share information; and through its staggering growth helped millions stay connected.

Telecommunication services are globally recognised as one of the driving forces for overall economic development in a nation. They are also one of the prime support services needed for rapid growth and modernisation of various sectors of the economy. The Government of India recognises this fact and hence, has taken several major initiatives to provide a business friendly environment for companies in this sector.

Driven by 3G and 4G services, it is expected that there will be huge machine-to-machine (M2M) growth in India in 2016-17, according to UST Global. There is also a lot of scope for growth of M2M services in the government's ambitious US\$ 1.1 billion Smart City program

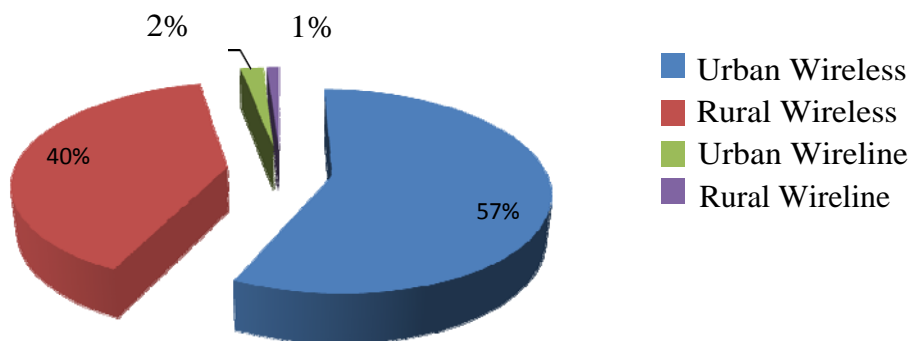
The rapid strides in the telecom sector have been facilitated by liberal policies of the Government of India that provide easy market access for telecom equipment and a fair regulatory framework for offering telecom services at affordable prices.

According to a study by GSMA, it has been expected that smartphones will account for two out of every three mobile connections globally by 2020 and India is all set to become the fourth largest smartphone market.

CURRENT SCENARIO

In Indian telecom sector the number of telephone subscribers in India increased from 957.61 million at the end of September, 2014 to 962.63 million at the end of October, 2014, thereby showing a monthly growth rate of 0.52%. The urban subscription increased from 569.56 million at the end of September, 2014 to 570.58 million at the end of October, 2014 and the rural subscription increased from 388.05 million to 392.05 million during the same period. The monthly growth rates of urban and rural subscription were 0.18% and 1.03% respectively.

COMPOSITION OF TELEPHONE SUBSCRIBERS IN INDIA



GROWTH IN TELECOM:

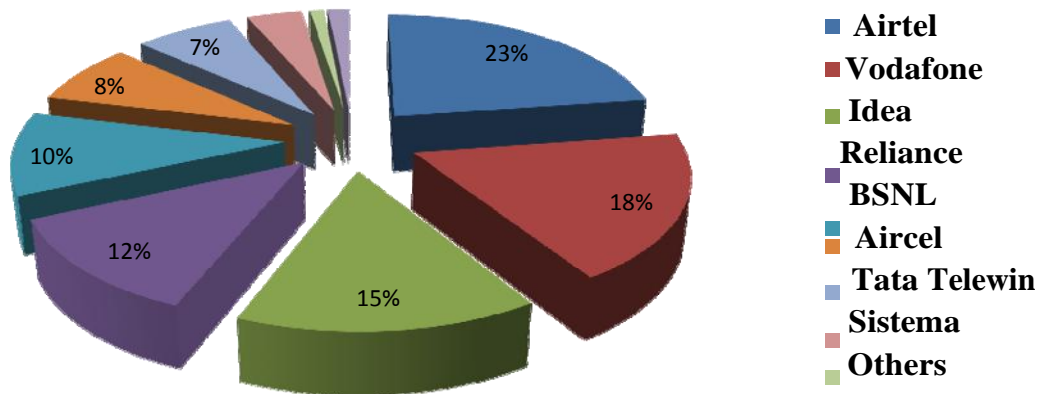
With daily increasing subscriber base, there have been a lot of investments and developments in the sector. Some of the major developments in the recent past are:

- Bharti Infratel has planned to take over the telecom towers of Vodafone and Idea Cellular in India at a valuation of US\$ 785.82 million. The company is also scouting for telecom tower acquisition opportunities in Sri Lanka and Bangladesh.
- Japanese telecom company SoftBank has planned to invest around US\$ 10 billion in India's IT sector over the next few years.
- Ericsson has won US\$ 9.42 million three-year operations support systems (OSS) deal from Mukesh Ambani-headed Reliance Jio Infocomm, the only pan-India 4G licence holder in the country. Under the deal Ericsson will provide the telecom unit of Reliance Industries its service fulfilment software solutions comprising nine suites.
- Reliance Jio Infocomm Ltd has signed an agreement to share telecom towers of GTL Infrastructure

Ltd. This is the seventh tower-sharing agreement that Reliance Jio has forged with telecom tower owners in India. This is the seventh tower-sharing agreement that Reliance Jio Infocomm has forged with telecom tower owners in India.

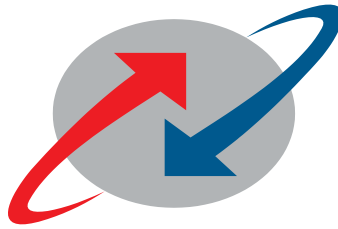
- ISUN is the latest Indian brand in mobile phones and tablet personal computers. The Chennai-based Exotic Global Trades Pvt Ltd launched its telecom products under the ISUN brand that will be bundled with various BSNL schemes.
- Reliance Jio Infocomm has planned to raise US\$ 1.5 billion from more than two dozen overseas banks to refinance the loans taken in the year 2010. A total of 26 banks participated in the deal, including 15 mandated lead arrangers and book runners (MLABs). India is the world's second-largest telecommunications market, with 933 million subscribers by the end of FY14. It stood third-highest in terms of total internet users in 2013, with 164.81 million internet subscriptions.

WIRELESS MARKET SHARE IN TERMS OF TOTAL SUBSCRIBERS IN INDIA



COMPANY PROFILE

BHARAT SANCHAR NIGAM LTD... (BSNL)



Bharat Sanchar Nigam Ltd. was incorporated on 15th September 2000. It looks over the business of providing of telecom services and network management from the Central Government Department of Telecom Services (DTS) and Telecom Operation (DTO), with effect from 1st October 2000 on going concern basis. It is one of the largest & leading public sector units providing comprehensive range of telecom services in India.

BSNL has installed Quality Telecom Network in the country and now focusing on improving it, expanding the network, introducing new telecom services with ICT applications in village and winning customer's confidence. Today, it has about 43.74 million line basic telephone capacity, 8.83 million WLL capacity, 72.60 million GICT SM BTSs, 12,071 CDMA Towers, 197n satellite stations, 6,86,644 Rkm. Of OFC, 50,430 Rkm. Of microwave network connecting 623 districts, 7330 cities/town & 5.8 lakes villages

BSNL is the only provider, making focused efforts & planned initiatives to bridge the rural-urban digital divide in ICT sector .in fact there is no telecom operator in the country to beat its reach with its wide network giving services in every nook & corner of the country & operates across India except New Delhi & Mumbai. Whether it is inaccessible areas of Siachen glacier or North-Eastern regions of the country, BSNL serves its customers with a bouquet of telecom services namely Wire line, CDMA mobile, GSM mobile, Internet, Broadband, etc.

BSNL has 90.09 million WLL customers as on 31.07.2011. 3G facility has been given to all 2G connections of BSNL. In basic services, BSNL is miles ahead of its rivals, with 24.58 million phone subscribers i.e.71.93% share of the wire line subscriber base.

BSNL has set up a world class multi-gigabit, multi-protocol convergent IP infrastructure that provides convergent services like voice, data & video through the same Backbone & Broadband Access Network. At

present there are 8.09 million broadband customers.

BOARD OF DIRECTORS:

DESIGNATION	NAME
CHAIRMAN AND MANAGING DIRECTOR	Shri Anupam Shrivastava
DIRECTOR (ENTERPRICE)	Shri A.N. Rai
DIRECTOR (HRD)	Smt. Sujata Ray
DIRECTOR (E)	Shri N.K. Mehta
DIRECTOR (CFA)	Shri N.K. Gupta
DIRECTOR (CM)	Shri R.K. Mittal
GOVERNMENT DIRECTOR	Shri N. Sivasailam
GOVERNMENT DIRECTOR	Smt. Aruna Sundararajan
GOVERNMENT DIRECTOR	Smt. Darshana Momaya Dabral
GOVERNMENT DIRECTOR	Smt. Padma Iyer Kaul
GOVERNMENT DIRECTOR	Smt. Rita A. Teotia
DIRECTOR	Shri Ajai Vikram Singh
DIRECTOR	Prof.N.Balakrishnan.

STAFF:

Distribution of Group-wise staff strength of BSNL (numbers) as indicated below:



REVIEW OF LITERATURE

ANTECEDENTS AND CONSEQUENCE OF EMPLOYEE ENGAGEMENT:

The purpose of this chapter is to review how employee engagement is defined in the literature in order to identify if a clear and common idea of what engagement is can be drawn out. Firstly the evolution of employee engagement as an increasingly popular concept is discussed. This allows us to build a picture of engagement, and demonstrate how it means more than earlier concepts of commitment, motivation or organizational citizenship behavior (OCB).

Rafferty (2005):

As pointed out in Rafferty et al, the concept of employee engagement has as its foundation, two well-researched precursors – employee commitment and organizational citizenship behavior are the two factors which are taken into account to identify the level of employee engagement.

Silverman (2004):

Silverman (paper presented in Robinson et al 2004) discusses the different directions the study of employee organizational commitment has taken over the previous decade, noting that more recent research emphasizes the multidimensional nature of commitment that implies commitment cannot be realized through one single human resource (HR) policy. In other words, people are motivated by a range of factors, and these differ from person to person. The earlier commitment literature, which discusses the various kinds of commitment and the impacts of a committed workforce, lays the foundation for understanding of engagement and the evolution of the concept.

Allen and Meyer (2013):

Allen and Meyer has suggested about the following type of commitment in the employee engagement, the types are;

- **Affective commitment** – employees feel an emotional attachment towards an organization;
- **Continuance commitment** – the recognition of the costs involved in leaving an organization;
- **Normative commitment** – the moral obligation to remain with an organization.

Barkworth (2014):

Barkworth says that Organizational citizenship behavior (OBC) defines its key characteristic as behavior that is discretionary or 'extra-role', so that the employee has a choice over whether they perform such behavior. These behaviors include voluntarily helping of others, such as assisting those who have fallen behind in their work, and identifying and stopping work-related problems in the first place.

Ellis and Sorenson (2007):

Ellis and Sorenson point to the inconsistent way in which the term engagement has been applied by business leaders and human resource (HR) professionals over the last 20 years. They highlight the inconsistency of using the term to refer to attitudes or to employee perceptions of specific elements of their work environment or benefits, which they feel have 'little' to do with engagement. They endorse a two dimensional definition of engagement that defines an engaged employee as one who

- 1) knows what to do at work, **and**
- 2) wants to do the work.

It is their strong view that engagement should always be defined and assessed within the context of productivity, and that the two elements of engagement noted above are necessary for driving productivity.

Right Management (2006):

Right Management defines true engagement as every person in the organization understanding and being committed to the success of the business strategy, and that this goes beyond more than just simple job satisfaction and incorporates aspects of commitment, pride and advocacy about the organization's products and brand. Whilst the onus is on the organisation to manage communication effectively to involve employees and align them with the organisation, this clearly requires input and feedback from employees as well to make the process work.

CIPD Annual Survey report (2006):

The defines engagement in terms of three dimensions of employee engagement:

- Emotional engagement – being very involved emotionally in one's work;

- Cognitive engagement – focusing very hard whilst at work; and
- Physical engagement – being willing to ‘go the extra mile’ for your employer.

The survey report states that the very engaged will go one step further and speak out as advocates of their organisation, in what they describe as a ‘win-win’ situation for the employee and the employer.

Meere (2005):

According to Meere (2005), these employees undermine the work of their engaged colleagues on a daily basis. He had classified engagement below basis,

- **Engaged** - employees who work with passion and feel a profound connection to their organisation. They drive innovation and move the organisation forward;
- **Not engaged** – employees who attend and participate at work but are timeserving 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.

RESEARCH METHODOLOGY:

Research methodology is a systematic way to solve a problem. It is a science of studying how research is to be carried out. The process used to collect information and data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information.

RESEARCH DESIGN:

A **Research design** is the **Blue print** of the study; it is a detailed outline of how an investigation will take place. A research design will typically include how data is to be collected, what instruments will be employed, how the instruments will be used and the intended means for analyzing data collected. This study is **descriptive in nature** it help to analysis fact finding of the problem. , Descriptive research design refers to scientific differentiation among various conditions or phenomena of accurately classifying these conditions. It objective includes screening and classification, personality description, prediction of outcome and attainment of insight by the client Here the researcher collecting information from employee through **questionnaire method**. Hence this research is based descriptive.

OBJECTIVES OF THE STUDY:

Primary objective:

- To study the basic concepts of antecedence and consequences..
- To study the demographic profile of respondents of BSNL.
- To study and analyze about the Antecedents and Consequences of Employee Engagement in BSNL trichy.
- To analyze the Measurement issues of Employee Engagement

Secondary objective:

- To give suggestion to reduce the consequences and improve Employee engagement in work place.

SCOPE OF THE STUDY:

Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should realize the importance of employees, more than any other variable, as the most powerful contributor to an organization's competitive position. Keeping this fact in mind the employers must identify the best way to utilize their talent. Hence this study analyzes the consequences faced by the employees while they are engaged in business.

STATEMENT OF THE PROBLEM:

In this economic scenario some of the companies are not concentrating on employee communication and employee contribution. This lack of employee engagement will not give any satisfaction in their needs and company goal. Therefore this study analyzes that whether the firm effectively takes decision by listening employee contribution or not. And what are the consequences faced by the company.

DATA COLLECTION:

Method of data collection:

- Primary data
- Secondary data

Primary data:

Under primary method researched used **questionnaire** method to collect data from the respondent. Here data were collected from employees directly.

Secondary data:

Researched collected data from secondary sources also such as company profile, database, magazine, journals, websites etc. Secondary data consists of information that already exists somewhere have been collected for some other purpose.

SAMPLING TECHNIQUES:

SAMPLING POPULATION:

There are 783 employees working in this branch .

SAMPLING SIZE:

Out of Total strength the sample taken amongst 107 respondents.

SAMPLING AREA:

The Research was conducted at “BHARAT SANCHAR NIGAM LTD (BSNL),Trichy”

SAMPLING METHOD:

Sampling method adopted for the study is stratified random sampling technique. Data are collected from the employees of BSNL Trichy.

DATA ANALYSIS AND INTERPRETATION

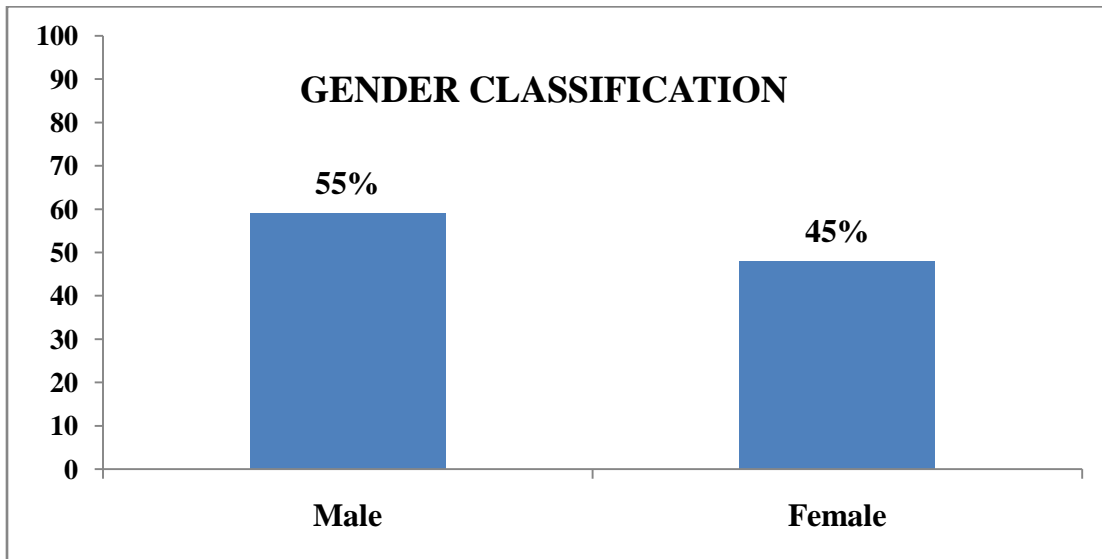
TABLE NO - 4.1

CLASSIFICATION OF THE RESPONDENTS ON THE BASIS OF GENDER:

S.NO	GENDER	NO. OF RESPONDENTS	PERCENTAGE
1	Male	59	55%
2	Female	48	45%
TOTAL		107	100%

SOURCES: Primary data

CHART NO - 4.1



INTERPRETATION:

From the above **Gender Classification** it's found that **55%** of the respondents are **Male** and 45% of the respondents are female.

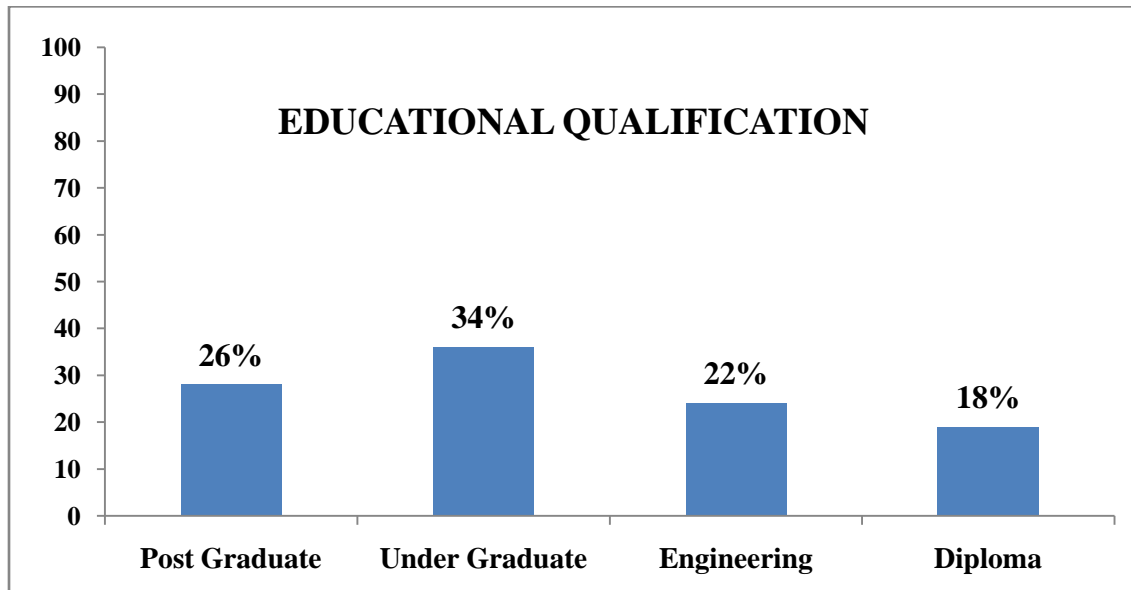
TABLE NO - 4.2

CLASSIFICATION OF THE RESPONDENTS ON THE BASIS OF EDUCATIONAL QUALIFICATION:

S.NO	EDUCATIONAL QUALIFICATION	NO. OF RESPONDENTS	PERCENTAGE
1	Post Graduate	28	26%
2	Under Graduate	36	34%
3	Engineering	24	22%
4	Diploma	19	18%
TOTAL		107	100%

SOURCES: Primary data.

CHART NO - 4.2



INTERPRETATION:

From the above table it shows that the **Educational Qualification** classification of the respondents are as follows, 26% of respondents have completed Post Graduate, **34%** of respondents have completed **Under Graduate**, 22% of respondents have completed Engineering, and 18% have completed diploma.

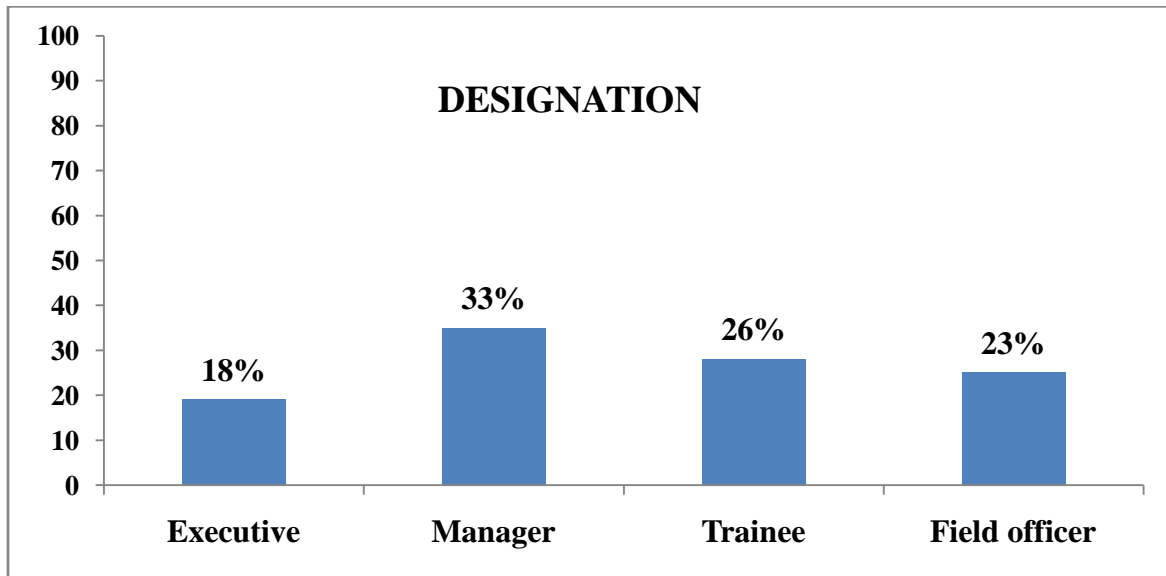
TABLE NO - 4.3

CLASSIFICATION OF THE RESPONDENTS ON THE BASIS OF DESIGNATION:

S.NO	DESIGNATION	NO. OF RESPONDENTS	PERCENTAGE
1	Executive	19	18%
2	Manager	35	33%
3	Trainee	28	26%
4	Field officer	25	23%
TOTAL		107	100%

SOURCES: Primary data.

CHART NO - 4.3



INTERPRETATION:

From the above table it shows that the 18% of the employee are working as an Executive, **33%** as an **Manager**, and 26% as Trainee and 23% as Field officer.

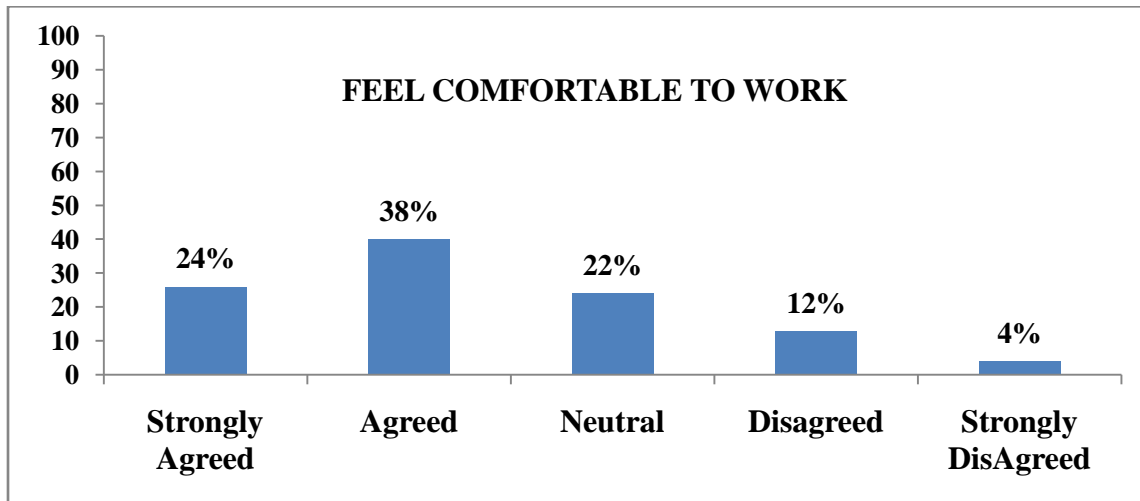
TABLE NO - 4.4

CLASSIFICATION OF THE RESPONDENTS ON THE BASIS OF FEEL COMFORTABLE TO WORK:

S.NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	26	24%
2	Agree	40	38%
3	Neutral	24	22%
4	Disagree	13	12%
5	Strongly Disagree	4	4%
TOTAL		107	100%

SOURCES: Primary data.

CHART NO - 4.4



INTERPRETATION:

It can be inferred from the above table show that the 24% of the respondents says strongly agree, **38%** of the respondents are says **Agree**, 22% of the respondents are says Neutral, 12% of the responded are says Disagree, 4% of the respondents says Strongly disagree to **Comfortably Work In The Organization**.

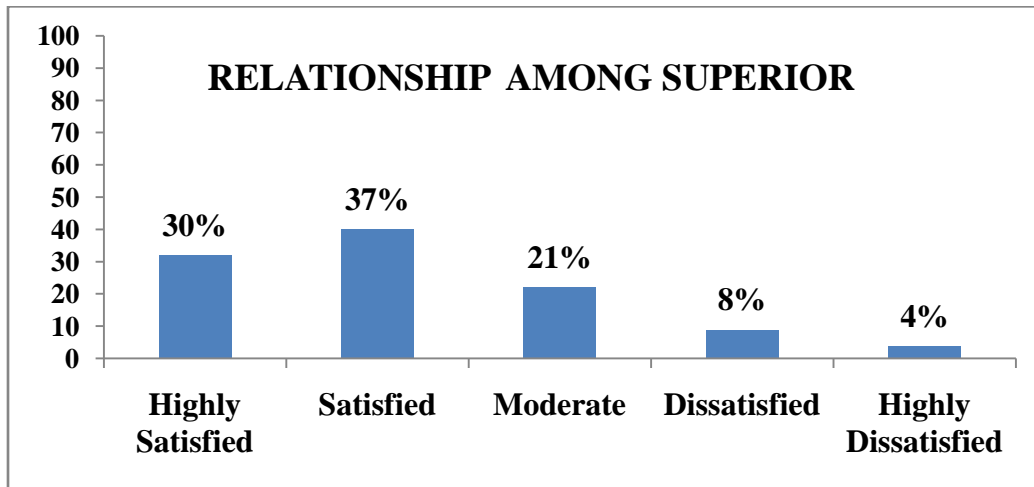
TABLE NO - 4.5

CLASSIFICATION OF THE RESPONDENTS ON THE BASIS OF FEEL SATISFIED WITH RELATIONSHIP AMONG SUPERIOR:

S.NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Highly Satisfied	32	30%
2	Satisfied	40	37%
3	Moderate	22	21%
4	Dissatisfied	9	8%
5	Highly Dissatisfied	4	4%
TOTAL		107	100%

SOURCES: Primary data.

CHART NO - 4.5



INTERPRETATION:

It can be inferred from the above table show that the 30% of the respondents says Highly Satisfied , 37% of the respondents are say **Satisfied**, 21% of the respondents are says, Moderate, 8% of the responded are says Dissatisfied, 4% of the respondents says Highly Dissatisfied about **The Relationship Among Superior**.

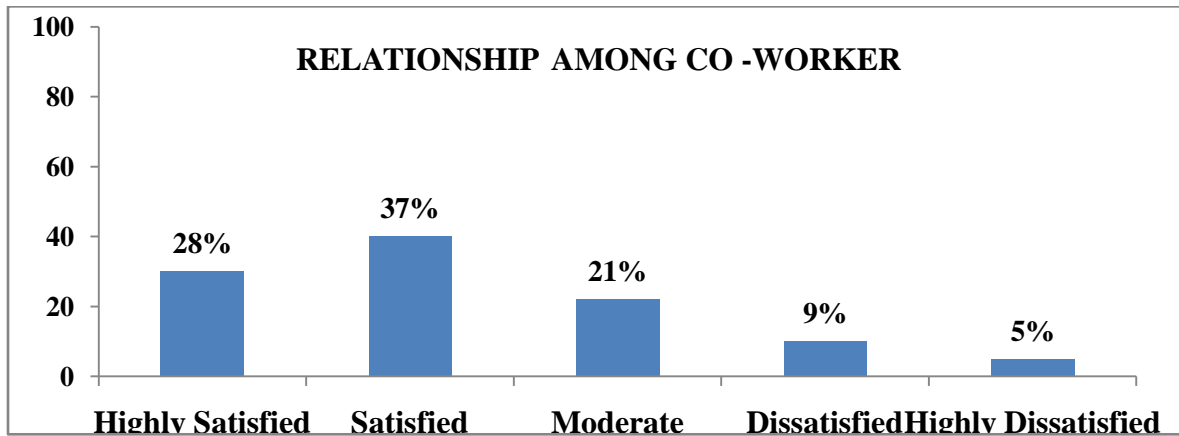
TABLE NO - 4.6

CLASSIFICATION OF THE RESPONDENTS ON THE BASIS OF FEEL SATISFIED WITH RELATIONSHIP AMONG CO – WORKERS:

S.NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Highly Satisfied	30	28%
2	Satisfied	42	37%
3	Moderate	22	21%
4	Dissatisfied	10	9%
5	Highly Dissatisfied	5	5%
TOTAL		107	100%

SOURCES: Primary data.

CHART NO - 4.6



INTERPRETATION:

It can be inferred from the above table show that the 28% of the respondents says Highly Satisfied , 37% of the respondents are say **Satisfied**, 21% of the respondents are says, Moderate, 9% of the responded are says Dissatisfied, 5% of the respondents says Highly Dissatisfied about the **Relationship Among Co-Worker**.

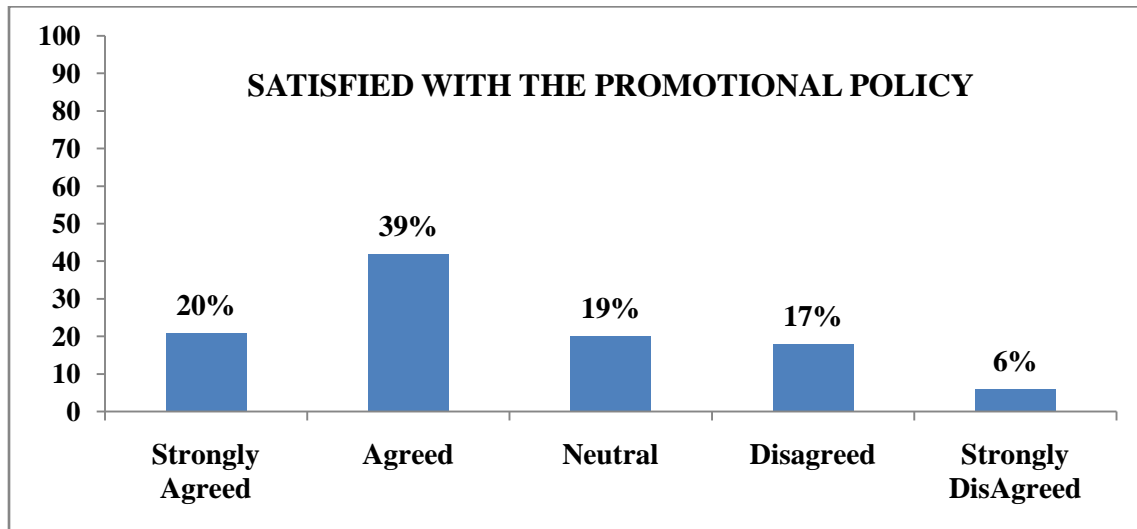
TABLE NO - 4.7

CLASSIFICATION OF THE RESPONDENTS ON THE BASIS OF SATISFIED WITH THE PROMOTIONAL POLICY:

S.NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	21	20%
2	Agree	42	39%
3	Neutral	20	19%
4	Disagree	18	17%
5	Strongly Disagree	6	6%
TOTAL		107	100%

SOURCES: Primary data.

CHART NO - 4.7



INTERPRETATION:

It can be inferred from the above table show that the 20% of the respondents strongly agree, **39%** of the respondents are says **Agree**, 19% of the respondents are says Neutral, 17% of the responded are says Disagree, 6% of the respondents says Strongly disagree about their **Promotional Policy**.

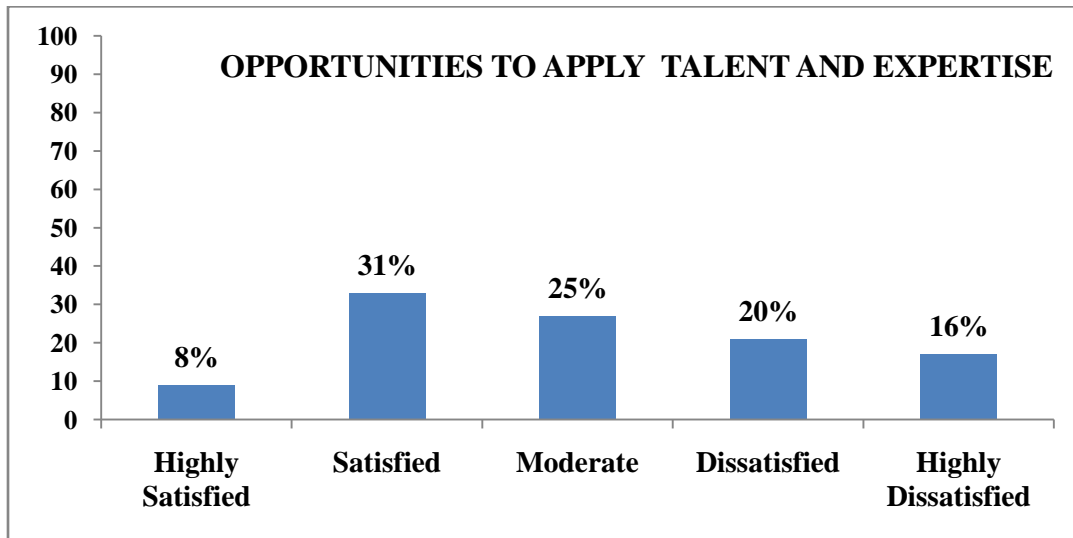
TABLE NO - 4.8

CLASSIFICATION OF THE RESPONDENTS ON THE BASIS OF OPPORTUNITIES TO APPLY TALENT AND EXPERTISE:

S.NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Highly Satisfied	9	8%
2	Satisfied	33	31%
3	Moderate	27	25%
4	Dissatisfied	21	20%
5	Highly Dissatisfied	17	16%
TOTAL		107	100%

SOURCES: Primary data.

CHART NO - 4.8



INTERPRETATION:

It can be inferred from the above table show that **31%** of respondent are **Satisfied** with **Their Opportunities To Apply Their Talent And Expertise**, 27% are moderate with, 21% are Dissatisfied, 9% and 17% are highly satisfied and highly dissatisfied with it.

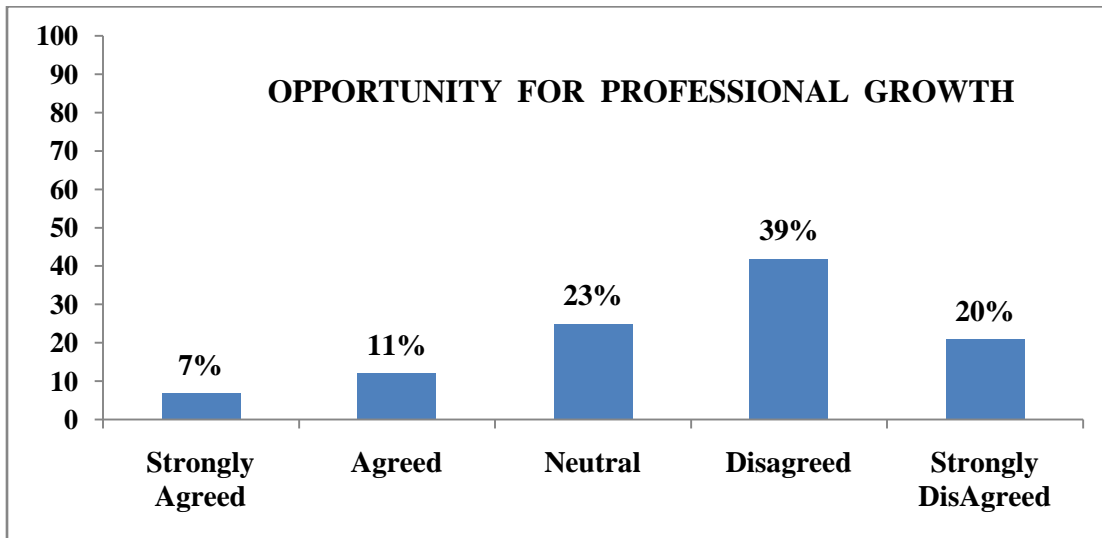
TABLE NO - 4.9

CLASSIFICATION OF THE RESPONDENTS ON THE BASIS OF OPPORTUNITY FOR PROFESSIONAL GROWTH:

S.NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	7	7%
2	Agree	12	11%
3	Neutral	25	23%
4	Disagree	42	39%
5	Strongly Disagree	21	20%
TOTAL		107	100%

SOURCES: Primary data.

CHART NO - 4.9



INTERPRETATION:

It can be inferred from the above table show that the 7% of the respondents says strongly agree, 11% of the respondents are says Agree, 25% of the respondents are says Neutral, 39% of the responded are says **Disagree**, 21% of the respondents says Strongly disagree about their **Professional Growth**.

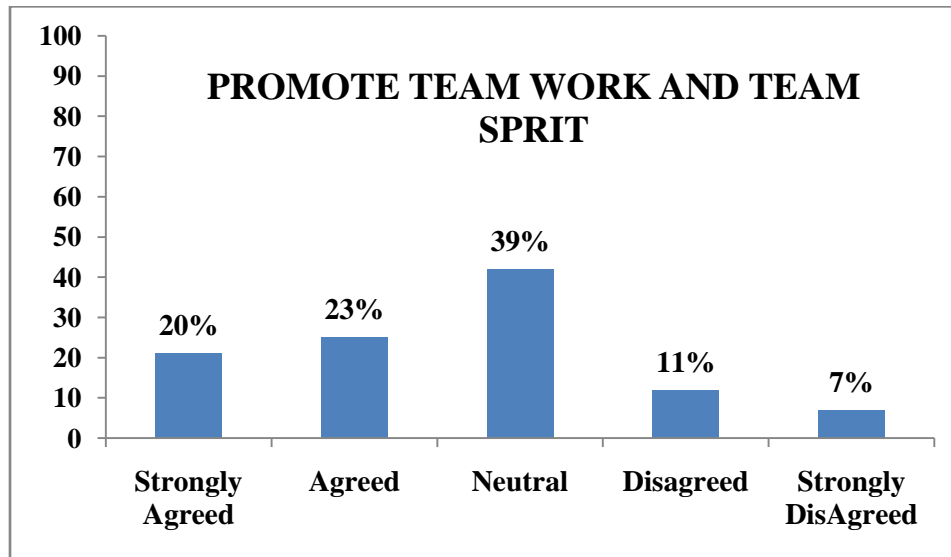
TABLE NO - 4.10

CLASSIFICATION OF THE RESPONDENTS ON THE BASIS OF ORGANIZATION PROMOTES TEAM WORK AND TEAM SPRIT:

S.NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	21	20%
2	Agree	25	23%
3	Neutral	42	39%
4	Disagree	12	11%
5	Strongly Disagree	7	7%
TOTAL		107	100%

SOURCES: Primary data.

CHART NO - 4.10



INTERPRETATION:

It can be inferred from the above table show that the 42% are **Neutral** about the **Team work and Team Sprit** that the organization provided, and 25% agreed, 21% Strongly agreed with but 12% and 7% are Disagreed and Strongly disagreed with it.

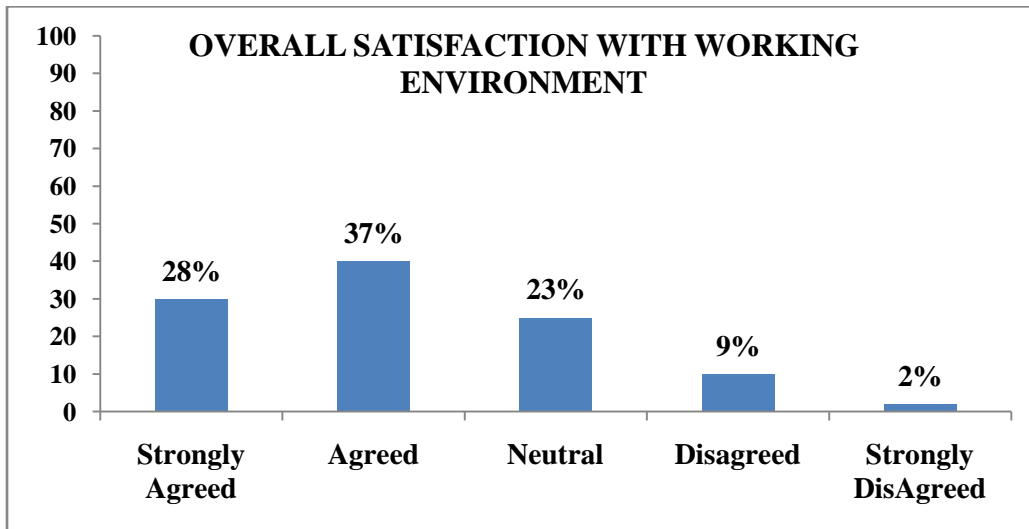
TABLE NO - 4.11

CLASSIFICATION OF THE RESPONDENTS ON THE BASIS OF OVERALL SATISFACTION WITH WORKING ENVIRONMENT:

S.NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	30	28%
2	Agree	40	37%
3	Neutral	25	23%
4	Disagree	10	9%
5	Strongly Disagree	2	2%
TOTAL		107	100%

SOURCES: Primary data.

CHART NO - 4.11



INTERPRETATION:

It can be inferred from the above table show that the **37%** of the respondents says **Agree**, 28% of the respondents are says Strongly Agree, 23% of the respondents are says Neutral, 9% of the responded are says Disagree, 2% of the respondents says strongly disagree with the **Overall Satisfaction With The Working Environment**.

TABLE NO - 4.26 COMPARISON OF THE AGE OF THE RESPONDENT WITH THE OVERALL SATISFACTION IN THE WORKING ENVIRONMENT:

Variable	Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed	Total
Below 30 years	1	1	4	4	2	12
31 – 35 years	4	8	6	3	0	21
36 – 40 years	8	5	3	1	0	17
41 – 45 years	7	6	4	2	0	19
Above 45 years	12	18	8	0	0	38
Total	32	38	25	10	2	107

Null Hypothesis (H0):

H0: There is no significant relationship between Age and Overall satisfaction of the respondent.

Alternative Hypothesis (H1):

H1: There is significant relationship between Age and Overall satisfaction of the respondent.

CHI – SQUARE:

$$\sum x^2 = \frac{(O - E)^2}{E}$$

O → Observed Frequency.

E → Expected Frequency.

EXPECTED FREQUENCY:

$$E = \frac{\text{Row total} * \text{Column total}}{\text{Grand total}}$$

Table No: 4.26.1 COMPUTATION OF CHI – SQUARE TESTS:

O	E	O-E	O – E	(O – E) ²
1	3.5	-2.5	6.25	1.78571429
1	4.2	-3.2	10.24	2.43809524
4	2.8	1.2	1.44	0.51428571
4	1.1	2.9	8.41	7.64545455
2	0.22	1.78	3.1684	14.4018182
4	6.2	-2.2	4.84	0.78064516
8	7.4	0.6	0.36	0.04864865
6	4.9	1.1	1.21	0.24693878
3	1.9	1.1	1.21	0.63684211
0	0.39	-0.39	0.1521	0.39
8	5.08	2.92	8.5264	1.6784252
5	6.03	-1.03	1.0609	0.17593698
3	3.97	-0.97	0.9409	0.23700252
1	1.5	-0.5	0.25	0.16666667
0	0.03	-0.03	0.0009	0.03
7	5.6	1.4	1.96	0.35

6	6.7	-0.7	0.49	0.07313433
4	4.4	-0.4	0.16	0.03636364
2	1.7	0.3	0.09	0.05294118
0	0.35	-0.35	0.1225	0.35
12	11.6	0.4	0.16	0.0137931
18	13.8	4.2	17.64	1.27826087
8	9.1	-1.1	1.21	0.13296703
0	3.6	-3.6	12.96	3.6
0	0.7	-0.7	0.49	0.7

y² CALCULATED VALUE:

$$\sum x^2 = \frac{(o - E)^2}{E}$$

Calculated value (y²) = 37.829

y² TABULATED VALUE:

At 5% (0.05) level of significance.

DEGREE OF FREEDOM:

$$\begin{aligned}
 &= (c-1) (r-1). \\
 &= (5-1) (5-1). \\
 &= (4*4). \\
 &= 16.
 \end{aligned}$$

D.O.F = 16

y² Table value = 26.296
y² Calculated value = 37.829

<p>y² Table value < y²calculated value</p> <p>26.296 < 37.829</p>

CONCLUSION:

- Hear **H1** is accepted and H0 is rejected because calculated value is greater than the tabulated value.
- Accepted **H1** y² = 31.937

- Rejected **H0**

FINDINGS

- From the Gender Classification it's found that 55% of the respondents are male.
- From the Educational Qualification of the respondents it is found that 34% of respondents have completed Under Graduate.
- It is found that 33% of the respondents working as a Manager.
- 38% of the respondents are says Agree to Comfortably Work in the Organization.
- 30% of the respondents are says both Neutral and Disagree that their Goal and Accomplishment is Clear in the organization.
- 37% of the respondents are satisfied with the Relationship that they have Among Superior.
- 37% of the respondents are Satisfied With the Relationship Among Co-Worker.
- 44% of the respondents feel Strongly Agreed about Job security in Organization
- 39% of the respondents says Agree they are Able To Tackle Personal And Career Life
- 39% of the respondents are says Agree to the Promotional Policy in the organization.
- 31% of respondent are Satisfied with Their Opportunities To Apply Their Talent And Expertise in their Job.
- 39% of the responded are says Disagree about their Professional Growth in the organization.
- 42% of the respondent are Neutral about the Team work and Team Sprit that the organization provided.
- 49% of respondent say Agreed to Feel Recognized And Acknowledged In Working Environment.
- 37% of the respondents are Agree about the Overall Satisfaction With The Working Environment.
- In the Chi-Square analyze it is found calculated value is greater than the tabulated value $26.296 < 37.829$, So there is significant relationship between Age and Overall satisfaction of the respondent.

SUGGESTION

- Employee performance should be acknowledged properly in order to retain the effective performance of the company.
- Relationship among the employees with the superiors increase the employee well being in the working environment.
- Management should ensure the employees ability to manage their personal life as well as career life.
- Training should be provided in order to improve develop the skill set of the employees.

- Management should make all the employees aware about company policy and procedures which will increase effective employee involvement.
- Change management practices should be implemented slowly in order to upgrade the employees accordingly to the technological environment.
- Employee's feedback need to be collected periodically in order to know the employee expectation and the management should address it properly effective mechanism need to be follow for this.
- Employee gave more importance for security in working environment thus management should provide a secured environment which increases the effective employee engagement.

CONCLUSION

In today's business context, let us look at the cost of a disengaged workforce to better understand the significance of employee engagement. This belief of the disengaged employee creates a negative spiral that affects his work, co-workers, customers, productivity, and eventually both happiness of employee and company performance. Employees who are actively engaged in their work show more loyalty towards the organization. The best part is that they need less focus and attention of managers to perform their task as they themselves feel accountable for their job responsibilities and results attained.

High levels of employee engagement can be fostered only when trust prevails in the organization from both the sides. As they share strong emotional bond with the organization, the latter should also show trust in their abilities. Employees must be given autonomy to perform their tasks their way. Engaged workforce that play an essential role in the success of any organization.

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