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**EMPLOYEE ENGAGEMENT IN LARGE SCALE MANUFACTURING ORGANISATION WITH  
SPECIAL REFERENCE TO TYRE INDUSTRY-FINDINGS FROM EMPIRICAL STUDY.**

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**ABSTRACT**

This paper aims at examining the employee engagement in large scale tyre manufacturing company in Tamilnadu. This research work has been undertaken with a view to study the employee's engagement with special reference to executives in tyre industry, Madurai. The main aim of this study is to increase employee engagement while, at the same time, increasing employee morale, job satisfaction and performance. This study was conducted to examine the employee's career growth and relationship with the superiors, to find out the employees work life balance and empowerment area of work, to study the awareness level about motivation and work culture, to identify the relationship between performance and welfare benefit provide to the employees, to study the employee expectations from the organization and the satisfaction of employee towards the organization. Researcher has found that several positive outcomes exist when employees are in a state of engagement.

A well-structured questionnaire is used to collect data from the employee. The sampling used here is simple random sampling. Data is collected from 100 employees in the company. The study is descriptive in nature. Primary data is collected through questionnaire and secondary data is collected from websites. The primary data was analyzed with the help of statistical tool simple percentage analysis, descriptive statistics, correlation, one way Anova and two way Anova. Findings were drawn and appropriate suggestions are given to improve the engagement between employees.

Nowadays companies are facing major problem in retaining the employees, for which they are developing emotionally engaged workforce by various employee engagement activities. This provoked the researcher to take up research on the Employee Engagement. It

has been found that years of experience do not play any significant role in deciding how employees engaged in the company. The area in which the sector needs to improve is better career growth and work life balance and also the communication between the superior and the subordinate. It was observed that the company's career growth, relationship with superior, work life balance, reward, recognition and benefits, empowerment at work and work culture found to be good and excellent. But this statement is not accepted by very few of the respondents and it is to be considered and take necessary actions as said in the suggestions given by the researcher to engage the employees at work to get most outcomes metrics.

## **INTRODUCTION**

In today's environment, employee engagement is a hot topic of discussion in the corporate world today. The **2016 employee engagement trends report** says that employees are as likely to job-hop for a raise as they are to ask for one, companies need to focus on staying in touch with their employees and their needs or risk losing them altogether. Losing valuable employees directly impacts the bottom line through hiring and training costs, not to mention the bigger risk that a recruiter won't be able to find someone as good as the person who left in the first place. The key drivers of employee engagement were studied by the researcher are employees career growth and relationship with superiors, employees work life balance & empowerment area at work, employees motivation and work culture, compensation and incentive, opportunities for growth etc., Employee Engagement is one step ahead of employee satisfaction. Employee is not only satisfied with the management decisions, salary and things but also giving back to the organization in term of commitment, dedication, and loyalty. Many research shows that engaged employees: perform better, put in extra effort to help get the job done, and show a strong level of commitment to the organization, and are more motivated and optimistic about their work goals. Employers with engaged employees tend to experience low employee turnover and more impressive business outcomes.

Engaged Employee emotionally identify himself with the company this in turn enhance the productivity. Moreover this will influence productivity, profitability, customer satisfaction and service levels. The challenge today is not just retaining talented people, but also fully engaging them, capturing their minds and hearts at each stage of their work. Therefore it is essential to keep the employee engaged and to find out their level of engagement, hence this study is improvement.

## **OBJECTIVES OF THE STUDY**

- ☐ To study the demographic profile of the respondents
- ☐ To study the employees career growth and relationship with the superiors.
- ☐ To find out the employees work life balance and empowerment area of work.
- ☐ To study the awareness of employee about motivation and work culture.
- ☐ To identify the relationship between performance and welfare benefit provide to the employees.
- ☐ To study the employee expectations from the organization.
- ☐ To study the satisfaction level of employee towards the organization.

## **REVIEW OF LITERATURE**

Employee engagement shows the loyalty and dedication that employees bring to work and indicates their contribution to the corporates. Engaged employees are more dynamic and loyal to an organization. In Hospital industry there are various reasons which keep the employees in the same firm-training and development, employee engagement activities, positive work environment and good working conditions (**Satyawadi, Joshi, & Shadman, 2011**). Findings indicate that there is high level of employee engagement leading to retention for employees but only for a limited time period thus that spells for more rigorous employee engagement practices in IT sector (**Bhatnagar, 2007**). The employee engagement and retention leads to higher customer satisfaction and loyalty especially in the services sector not only comprise of pay/compensation and benefits but also factors like good working conditions, flexible work timings, cooperative teams, good bosses, culture and values of the organization.

The recent trend of high employee turnover is due to the various reasons such as employees are not happy with their work, lack of investments in training and development, lack of career growth and development opportunities, unfair and misleading performance appraisals, etc. Tactical ways for retaining high potential employees (executives) in the corporates is by helping them to have cross functional job for job and work related satisfaction, participation in decision making, encouraging their ideas and helping them to implement them. This helps in career development and growth, skill building through effective and relevant

training (**Hay 2001**). The reasons for low turnover which employees have mentioned are work experience, career development etc., and helps the organizations to line up HR practices accordingly and help them to retain employees (**Brigitte Kroon and Charissa Freese 2013**) and employees must be able to see a clear career growth in the organization and stay for long (**Gaurav Bagga 2013**). Retention practices have more importance which affects employee turnover (career opportunities and financial rewards) than employee retention (social atmosphere, job content, work-life balance). Career opportunities have the strongest impact on employee commitment than financial rewards. The important factor to reduce employee attrition is career development and makes the employees to stay in the company for long and at the same time enhances their loyalty to the firm. Thus creates a positive social work environment and adding content to the jobs and tasks to be done by the employees enhances employee satisfaction and commitment (**Meganck, 2007**).

Employee retention is essential for an organization to have a competitive advantage in today's environment. Providing emotional support and work life balance to employees helps organizations to reduce employee turnover (**Osman M. Karatepe 2013**). The ways and methods suggested to improve employee retention and commitment include better recruitment and training & development practices to improve employee satisfaction with work and also have Work Life Balance (**Deery 2008**).

Many reasons quoted for employee attrition are dissatisfaction with internal job postings, work profile, personal causes and dissatisfaction with compensation/ salary (**Bhatnagar 2007**). For better employee retention , Corporates must improve pay/compensation and benefits and good working conditions, flexible work timings, cooperative teams, good bosses, culture and values of the organisation (**Devi 2009**) and other ways to improve employee retention and commitment include flexible work hours, on the job training opportunities, providing adequate resources for the staff, health and insurance benefits, perks like gyms, health centers, rewarding best employees for not only getting the task done on time but also doing it efficiently (**Deery 2008**).**Volume 2, Issue 2, February 2014 pg. 154-164 © 2014, IJARCSMS All Rights Reserved ISSN: 2321-7782 (Online) 157**  
**Compensation** helps to keep an employee loyal and committed to the organization like having job security, interesting and challenging work, opportunity to learn new skills and a flexible working environment with good reputation, culture, values, competitive salary and benefits package that suit the individual. Salary is an important factor that affects a person's decision to stay or leave the company. A high potential employee should be given a salary package at par or

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more than the existing industry average to get him/her to stay within the organization. At the same time giving more money can have undesired side effects. Firstly salary hike, makes other employees develop a mind-set that the way to get a pay hike is by frightening to leave and secondly when an employee is at the top of his/her salary scale and is offered more money for performing the same duties, it will affect organization-wide differentials (**David Pollitt 2007**). So, it is important to retain them because of high training and recruitment costs so organizations use rewards to retain employees (**Simon North 2011**).

Organizations with excellent name, values, good salary and benefits package for their employees can also help employee retention (**David Pollitt 2007**). There are many reasons cited regarding employees decision to stay were organisational culture, support from peers and superiors, growth opportunities, issues related to compensation, employee engagement activities, training and development, positive work environment and good working conditions (**Satyawadi, Joshi, & Shadman, 2011**).

Work redesign refers here to activities that involve the modification of specific jobs or systems of jobs for improving both efficiency and value of employee work experiences. Job characteristics model helps in adding job variety, talent variety, job identity, task significance, independence and feedback. The outcomes of redesigning work are multifold- enhances work motivation and satisfaction for the employees whose work gets enriched (**Hackman and Oldhem 1975**). Thus redesigning work also helps in enhancing commitment among employees and keeping them glued to the organization.

## **MODEL OF EMPLOYEE ENGAGEMENT**



## **RESEARCH METHODOLOGY**

A well-structured questionnaire is used to collect data from the employee. The sampling used here is simple random sampling. Data is collected from 100 employees in the company. The study is descriptive in nature. Primary data is collected through questionnaire and secondary data is collected from company's records & websites. The primary data was analyzed with the help of statistical tool simple percentage analysis, descriptive statistics, correlation, one way Anova and two way Anova. Findings were drawn and appropriate suggestions are given to improve the engagement between employees.

## **DATA ANALYSIS AND INTERPRETATION**

### **1. EMPLOYEES CAREER GROWTH AND RELATIONSHIP WITH SUPERIORS**

The descriptive procedures displays univariate statistics for several variables in a single table and calculates standardized values (z scores), variables can be ordered by the size of their

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means (in ascending or descending order), alphabetically.

**Descriptive Statistics for Employees career growth and relationship with superiors**

	N	Minimum	Maximum	Mean	Std. Deviation
1. Opportunities For Growth & Development	100	3.00	5.00	4.0800	.54458
2. Opportunities For Vertical & Horizontal career Growth	100	3.00	4.00	3.3900	.49021
3. Appraisal system	100	2.00	5.00	3.8500	.71598
4. Challenges	100	2.00	5.00	3.8100	.76138
5. Responsibilities	100	1.00	5.00	3.6000	.99494
6. Understand Superior & Expectation	100	3.00	5.00	4.0000	.56854
7. Work with superior	100	1.00	5.00	3.7400	.92791
8. Working Relationship With Superior	100	3.00	5.00	4.0300	.50161
9. Feedback	100	1.00	5.00	3.7100	.90224
10. Good Communication	100	1.00	5.00	3.5900	1.05500
11. Superior support	100	3.00	5.00	4.0300	.54039
12. Valid N (listwise)	100				

**Interpretation**

The mean value for the variable like using employees' awareness about career growth and relationship with superior, mean values are above 3. Hence the respondents are aware about growth and relationship with superior.

**2. EMPLOYEES WORKLIFE BALANCE AND EMPOWERMENT AREA AT WORK**

**Descriptive Statistics for Employees work life balance and empowerment area at work**

	N	Minimum	Maximum	Mean	Std.Deviation
1. Enjoyment	100	1.00	5.00	3.8100	.83720
2. Like to Work Overtime	100	2.00	5.00	3.3500	.86894
3. Feel free to work	100	1.00	5.00	3.4000	.96400
4. Complete the task	100	3.00	5.00	3.9700	.50161
5. Tools & resources	100	1.00	5.00	3.4500	1.00880
6. Co-operation with Other department	100	1.00	5.00	3.0300	1.11423
7. Talents & Abilities are used	100	2.00	5.00	3.8100	.66203
8. Openness Among Superior	100	1.00	5.00	3.7200	.92201
9. Ownership & Responsibility	100	2.00	5.00	3.8200	.68726
Valid N (listwise)	100				

**Interpretation**

The mean value for the variables like using employees work life balancing and empowerment area at work, mean values are above 3. Hence the respondents are aware work life balancing and empowerment area at work.

**3. EMPLOYEES MOTIVATION AND WORK CULTURE**

	N	Minimum	Maximum	Mean	Std.Deviation
1. Company Provide Praise for good work	100	1.00	5.00	3.8000	.80403
2. Policies & Programs For Employee Motivation	100	2.00	5.00	3.7800	.71887
3. Performance	100	2.00	4.00	3.6200	.69311
4. Welfare benefits	100	1.00	5.00	3.7700	.88597
5. Compensation & Incentive	100	1.00	5.00	3.7500	.72995
6. Work is important to The company success	100	2.00	5.00	4.0400	.53029
7. Employees Mind Rarely crosses to Leave the company	100	2.00	5.00	3.7000	.78496
8. Company cares about	100	1.00	5.00	3.9200	.59764
9. Employees well-being					
Suggestions In Improving quality of Work	100	1.00	5.00	3.8800	.68579
10. Good work culture	100	1.00	5.00	3.6700	.88825
11. Satisfaction with job	100	1.00	5.00	3.7700	.88597
Valid N (listwise)	100				

**Interpretation**

The mean value for the variables like using employee’s motivation and work culture, mean values are above 3. Hence the respondents are aware motivation and work culture.

## CORRELATION

### 4. RELATIONSHIP BETWEEN PERFORMANCE AND WELFARE BENEFITS OF EMPLOYEES

#### Correlation

		PERFROMANCE	WELFARE BENEFITS	
PERFORMANCE	Pearson	1	.432**	
	Correlation			
	Sig. (2-tailed)			.000
	N			100
WELFARE BENEFITS	Pearson	.432**	1	
	Correlation			
	Sig. (2-tailed)			.000
	N			100

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

#### Interpretation

From the above table, it is inferred that, Pearson's correlation value is .432 at 1% of significance; the above correlation value is significant. This implies positive correlation between performance and welfare benefits.

## 5. RELATIONSHIP BETWEEN COMPENSATION AND WORK IMPORTANT TO COMPANY SUCCESS

### Correlation

	COMPENSA TION & INCENTIVE	WORK IS IMPORTANT TO THE COMPANY SUCCESS
COMPENSATION & Pearson INCENTIVE Correlation Sig. (2-tailed) N	1  100	.391**  100
WORK IS Pearson IMPORTANT TO THE Correlation COMPANY SUCCESS Sig. (2-tailed) N	.391**  100	1  100

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

### Interpretation

From the above table, it is inferred that, Pearson’s correlation value is .391 at 1% of significance; the above correlation value is significant. This implies positive correlation between compensation and work importance to company succeeds.

## ONE WAY ANALYSIS OF VARIENCE

### 6. VARIANCE OF MEAN OPINION OF RESPONDENTS AMONG DIFFERENT AGE GROUP

**Null Hypothesis 1:** There is no significant difference in the mean opinion of respondent’s which are able to agree that opportunities for growth and development among different age group.

**Null Hypothesis 2:** There is no significant difference in the mean opinion of respondent’s which are able to agree that opportunity for vertical and horizontal career growth among different age

group.

**Null Hypothesis 3:** There is no significant difference in the mean opinion of respondent's which are able to agree that appraisal system of the company among different age group.

**Null Hypothesis 4:** There is no significant difference in the mean opinion of respondent's which are able to agree that the challenges of the company among different age group.

**Null Hypothesis 5:** There is no significant difference in the mean opinion of respondent's which are able to agree that responsibility in the organization among different age group.

**ANOVA- Variance of Mean Opinion of Respondents among Different Age Group.**

		Sum of Squares	df	Mean Square	F	Sig.
OPPORTUNITIES FOR GROWTH & DEVELOPMENT	Between Groups	1.088	4	.272	.914	.459
	Within Groups	28.272	95	.298		
	Total	29.360	99			
OPPORTUNITIES FOR VERTICAL HORIZONTAL CAREER GROWTH	Between Groups	2.052	4	.513	2.242	.070
	Within Groups	21.738	95	.229		
	Total	23.790	99			
APPRAISAL SYSTEM	Between Groups	1.170	4	.292	.560	.692
	Within Group	49.580	95	.522		
	Total	50.750	99			
CHALLENGES	Between Groups	2.003	4	.501	.859	.492
	Within Group	55.387	95	.583		
	Total	57.390	99			
RESPONSIBILITIES	Between Groups	5.719	4	1.430	1.472	.217
	Within Groups	92.281	95	.971		
	Total	98.000	99			

## **Interpretation**

Assuming 5% level of significance, the null hypothesis of opportunities for growth & development. Opportunity for vertical & horizontal career growth, appraisal system challenges, responsibilities are accepted since level of significance were 45%, 7%, 69%, 49% and 21%.

- ☐ There is no significant difference in the mean opinion of respondent's which are able to agree that they have opportunities for growth & development among different age group.
- ☐ There is no significant difference in the mean opinion of respondent's which are able to agree that they have opportunity for vertical & horizontal career growth among different age group.
- ☐ There is no significant difference in the mean opinion of respondent's which are able to agree that the appraisal system of the company among different age group.
- ☐ There is no significant difference in the mean opinion of respondent's which are able to agree that the challenges of the company among different age group.
- ☐ There is significant difference in the mean opinion of respondent's which are able to agree that they have good responsibility in the organization among different age group.

## **7. VARIANCE OF MEAN OPINION OF RESPONDENTS AMONG DIFFERENT EXPERIENCE**

**Null Hypothesis 1:** There is no significant difference in the mean opinion of respondent's which are able to agree that their work is important to the company success among different experience.

**Null Hypothesis 2:** There is no significant difference in the mean opinion of respondent's which are able to agree that employee mind crosses to leave the company among different experience.

**Null Hypothesis 3:** There is no significant difference in the mean opinion of respondent's which are able to agree that company cares about employees' well-being among different experience.

**Null Hypothesis 4:** There is no significant difference in the mean opinion of respondent's which are able to agree that the organization getting suggestions in improving quality of work among different experience.

**Null Hypothesis 5:** There is no significant difference in the mean opinion of respondent's which are able to agree that they have good work culture in the organization among different experience.

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**Null Hypothesis 6:** There is no significance difference in the mean opinion of respondent's which are able to agree that they satisfied about their job among different experience.

**ANOVA**

**Variance of mean opinion of respondents among different experience**

			Sum of Squares	df	Mean Square	F	Sig.
WORK IMPORTANT TO THE COMPANY SUCCESS	IS	Between Groups	1.370	4	.342	1.229	.304
		Within Groups	26.470	95	.279		
		Total	27.840	99			
EMPLOYEES MIND RARELY TO LEAVE THE COMPANY	CROSSES LEAVE THE	Between Groups	1.949	4	.487	.784	.538
		Within Groups	59.051	95	.622		
		Total	61.000	99			
COMPANY ABOUT EMPLOYEES WELL-BEING	CARES	Between Groups	.890	4	.222	.613	.654
		Within Group	34.470	95	.363		
		Total	35.360	99			
SUGGESTIONS IMPROVING QUALITY OF WORK	IN	Between Groups	1.197	4	.299	.627	.654
		Within Group	45.363	95	.478		
		Total	46.560	99			
GOOD CULTURE	WORK	Between Groups	4.280	4	1.070	1.377	.248
		Within Groups	73.830	95	.777		
		Total	78.110	99			
SATISFATION WITH JOB		Between Group	1.427	4	.357	.444	.776
		Within Groups	76.283	95	.803		
		Total	77.710	99			

**Interpretation**

Assuming 5% level of significance, the null hypothesis of opportunities for growth & development, opportunity for vertical & horizontal career growth, appraisal system,

challenges, responsibilities are accepted since level of significance were 30%, 53%, 65%, 64%, 24% and 77%.

- ☐ There is no significant difference in the mean opinion of respondent's which are able to agree that their work is important to the success of the company among different experience.
- ☐ There is no significant difference in the mean opinion of respondent's which are able to agree that the employee's rarely crosses to leave the company among different experience.
- ☐ There is no significant difference in the mean opinion of respondent's which are able to agree that the company cares about employees' well-being among difference experience.
- ☐ There is no significant difference in the mean opinion of respondent's which are able to agree that the company is getting suggestions in improving quality of work among different experience.
- ☐ There is significant difference in the mean opinion of respondent's which are able to agree that they have good work culture in the organization among different experience.
- ☐ There is significant difference in the mean opinion of respondent's which are able to agree that they are satisfied in the job among different experience.

## **TWO WAY ANALYSIS OF VARIANCE**

### **8. VARIANCE BETWEEN EXPERIENCE AND DEPARTMENT AS FIXED AND RANDOM FACTOR WITH THE ARRANGEMENT OF TALENTS & ABILITIES**

**Hypothesis 1:** There is no significant difference in the mean opinion for describing talents and abilities with regard to varied experience.

**Hypothesis 2:** There is no significant difference in the mean opinion for describing talents and abilities with regard to varied department.

**Hypothesis 3:** There is no significant difference in the mean opinion for describing talents and abilities with regard to varied experience \* department.

**Dependent Variable: TALENTS & ABILITIES ARE USED**

**Variance between experience and department as fixed and random factor with the arrangement of talents & abilities**

Source		Type III Sum of Squares	Df	Mean Square	F	Sig.
Intercept	Hypothesis	797.835	1	797.835	1.040E3	.000
	Error	3.250	4.235	.767 <sup>a</sup>		
Experience	Hypothesis	2.104	4	.526	.842	.518
	Error	10.520	16.841	.625 <sup>b</sup>		
Department	Hypothesis	3.150	4	.788	1.330	.293
	Error	12.013	20.289	.592 <sup>c</sup>		
Experience * Hypothesis		9.289	14	.664	1.699	.073
Department	Error	30.074	77	.391 <sup>d</sup>		

- a.  $MS(\text{department}) + .003 MS(\text{experience} * \text{department}) + .050 MS(\text{Error})$
- b.  $MS(\text{experience} * \text{department}) + .142 MS(\text{Error})$
- c.  $MS(\text{experience} * \text{department}) + .262 MS(\text{Error})$
- d.  $MS(\text{Error})$

**Interpretation**

Assuming 5% level of significance, the null hypothesis of experience, department and experience \* department are accepted since level of significance were 51%, 29% and 7%.

- ☐ There is no significance difference in the mean opinion for describing talents and abilities with regard to varied experience.
- ☐ There is no significance difference in the mean opinion for describing talents and abilities with regard to varied department.
- ☐ There is no significance difference in the mean opinion for describing talents and abilities with regard to varied experience \* department.

## **FINDINGS OF THE STUDY**

### **Findings from Percentage Analysis**

- ☒ Majority 21% of the respondent belonging to the HR department.
- ☒ Majority 65% of the respondents are executives.
- ☒ Majority 95% of the respondent belonging to the male gender.
- ☒ Majority 41% of the respondent belonging to the age 26-30 yrs.
- ☒ Majority 54% of the respondent belonging to unmarried.
- ☒ Majority 33% of the respondent belonging to the Diploma level.
- ☒ Majority 48% of the respondent belonging to the 1-5yrs experience.

### **Findings from Descriptive Statistics**

- ☒ The mean value for the variable like using employees' awareness about career growth and relationship with superior, mean values are above 3. Hence the respondents are aware about growth and relationship with superior.
- ☒ The mean value for the variable like using employees work life balancing and empowerment area at work, mean values are above 3. Hence the respondents are aware work life balancing and empowerment area at work.
- ☒ The mean value for the variable like using employee's motivation and work culture, mean values are above 3. Hence the respondents are aware motivation and work culture.

### **Findings from Correlations**

- ☒ Pearson's correlation value is .432 at 1% of significance; the above correlation value is significant. This implies positive correlation between performance and welfare benefits.
- ☒ Pearson's correlation value is .391 at 1% of significance; the above correlation value is significant. This implies positive correlation between compensation and work importance to company succeeds.

### **Findings from One Way Analysis of Variance**

- ☒ There is no significant difference in the mean opinion of respondent's which are able to agree that they have opportunities for growth & development among different age group.

- ☐ There is no significant difference in the mean opinion of respondent's which are able to agree that they have opportunity for vertical & horizontal career growth among different age group.
- ☐ There is no significant difference in the mean opinion of respondent's which are able to agree that the appraisal system of the company among different age group.
- ☐ There is no significant difference in the main opinion of respondent's which are able to agree that the challenges of the company among different age group.
- ☐ There is significant difference in the mean opinion of respondent's which are able to agree that they have good responsibility in the organization among different age group.
- ☐ There is no significant difference in the mean opinion of respondent's which are able to agree that their work is important to the success of the company among different experience.
- ☐ There is no significant difference in the mean opinion of respondent's which are able to agree that the employee's rarely crosses to leave the company among different experience.
- ☐ There is no significant difference in the mean opinion of respondent's which are able to agree that the company cares about employees' well-being among difference experience.
- ☐ There is no significant difference in the mean opinion of respondent's which are able to agree that the company is getting suggestion in improving quality of work among difference experience.
- ☐ There is significant difference in the mean opinion of respondent's which are able to agree that they have good work culture in the organization among different experience.
- ☐ There is significant difference in the mean opinion of respondent's which are able to agree that they are satisfied in the job among different experience.

### **Findings from Two Way Analysis of Variance**

- ☐ There is no significant difference in the mean opinion for describing talents and abilities with regard to varied experience.
- ☐ There is no significant difference in the mean opinion for describing talents and abilities with regard to varied department.
- ☐ There is no significant difference in the mean opinion for describing talents and abilities with regard to varied experience \* department.

## **SUGGESTIONS**

The Employee Engagement in large scale organisation of tyre industry was good and agreed by most of the Employees and very few employees who do not find satisfied should be engaged. The suggestions are given below to improve the engagement level of the employees.

- ☐ The organization can conduct more programs at regular intervals which will help the organization to have actively engaged workforce.
- ☐ Employee's views can be considered before conducting engagement programs.
- ☐ HR team should act as facilitator by forming a team among the employee to execute and framing of the programs.
- ☐ Methodologies to implement the engagement programs:
  - ☐ Constant Survey
  - ☐ Brainstorming
  - ☐ Regular Feedback

## **CONCLUSION**

Nowadays companies are facing major problem in retaining the employees, for which they are developing emotionally engaged workforce by various employee engagement activities. This provoked the researcher to take up research on the Employee Engagement. Through this research it has been found that year of experience do not play any significant role in deciding how employees engaged in the company. The area in which the sector needs to improve is better career growth and work life balance and also the communication between the superior and the subordinate. The finding of this study can be used to improve the employee's engagement levels in large scale organization.

Now, it is observed that the company's career growth, relationship with superior, work life balance, reward, recognition and benefits, empowerment at work and work culture found to be good and excellent. But this statement is not accepted by very few of the respondents and it is to be considered and take necessary actions as said in the suggestions given by the researcher to engage the employees at work to get most outcomes metrics.

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