1.4 Literature Review
Mark Kilsby and Stephen Beyer (1996) ‘ Engagement and Interaction : A comparison between supported employment and acts’. This research study was conducted with the help of interaction and commitment patterns of 13 supported employees and 38 regular adult training center attainders of the organization. Direct observation was used as method of data collection, within the 13 employment sites and a representative sample of ATC organized activities. Because of the higher level of task specific dialogue between individuals and the service of the organization it is found that there is more of social interaction in
ACT. Interaction of employees with public within office hours was the cause for this as per the study conducted.

Douglas R. May, Richard L. Gilson and Lynn M. Harter (2004) ‘The Psychological Conditions Of Meaningfulness ,Safety And Availability And The Engagement Of The Human Spirit At Work’. This shows the study about a U.S western company which explored the determinants and mediated the effects of tree psychological conditions they are meaningful, safe and available. The above studies shows that all the three factors (meaningfulness, safety and availability) have a positive relation with the engagement of an employee in the organization. In other words they are completely associated with the psychological safety where as loyalty to co worker norms and self- consciousness are negatively related.

Despoina Xanthopaolou, Arnold B, Bakker, Evangelia Demerouti and Wilmar B.Schaufeli (2009) ‘Work Engagement And Financial Returns : A Diary Study On The Role Of The Job And Personal Resources’. The above study shows that how daily fluctuations in job can affect the level of personal resource , financial returns and work engagement. Different level of analysis revealed that day level job resources had an effect on work engagement through the day level personal resources. When there was a control for the general level of personal resources and organizational engagement Day level work engagement showed a positive way towards day level training, which in turn showed the financial returns.

Dan-Shang Wang and Chia ‘Chun Hsieh (2013) ‘The Effect Of Authentic Leadership On Employee Trust And Employee Engagement’ they have examined the genuine leadership on employee engagement through employee trust. They have collected data from 386 employees from top 1000 manufacturing companies and top 500 service companies in Taiwan. Hierarchical multiple regression was used to test the hypothesis on the employees. Later on the results shows that the consistency between the supervisors , words and actions as well as their moral perceptions are optimistically related to employee engagement , when only supervisors are consist between the words and actions in positively related employment trust. The study shows how employee engagement had a positive trust on employee. Employee trust has a partial link between authentic leadership and employee engagement.

Benjamin J.C, Yuan and Michael B.H. Lin (2012) ‘Transforming Employee Engagement Into Long-Term Customer Relationships: Evidence From Information Technology Salespeople In Taiwan’. This article shows that when information sales people in Taiwan have perceived more transformational leadership and they were more expected to show increased development in work engagement. Over a period of time it was found that increased development in work engagement influenced the increased customer relationship. It showed how employee engagement is indirectly co related with customer relationship.

Xander M.Bezuijen, Karen Van Dam, Peter T . Van Den Berg and Henk Thierry (2010) ‘How Leaders Stimulate Employee Learning : A Leader ’ Member Exchange Approach’. This study investigated how the three factors as such as leader member exchange, goal setting, and feedback are related to employee engagement in the learning activities. Here, two different mechanisms were proposed , first one a mediating mechanism telling that leader member exchange shows specific leader behavior. The second one is it as a moderating mechanism , holding that leader member exchange will strengthen the effect of leader behavior from 7 organizations a sample of 1112 employees was taken , to measure the leader member exchange approach. 233 of the direct leaders answered that they find difficulty in rating employee engagement in learning activities.

Maureen F.Dollard and Arnold B. Bakker (2010) ‘Psychosocial Safety Climate As A Precursor To Conducive Work Environment , Psychological Health Problems , And Employee Engagement’. This article shows the gap between work psychology and psychosocial working condition. Where we construct a psychosocial working condition PSC. It explains how PSC influences the senior management in psychological working conditions and in psychological health and engagement. They use the job demand and resources as a frame work and uses a multi level thinking into their explanation

James R.Jones (2009) ‘Comparative Effects On Race/Ethnicity And Employee Engagement On Withdrawal Behavior’. This study have added knowledge on the basis of effects on employee attachment. In addition to that it provides more evidence on looking at all types of employees as a single entity which can lead to false results.

Shane Crabb ( 2011) ‘The Use Of Coaching Principles To Foster Employee Engagement’. The above article focuses on the human condition that leads to the happiness of fulfillment and flourishing of employee
engagement. Where positive psychology results in so many questions from traditional psychological approaches. Which have mean to focus on a different model of human functioning with healing people fail. In another way positive psychology takes additional holistic approach to human life. Seeing the positive and negative aspects of context when establishing what is right, working and good of people. Roberta A. Neault and Deidre A. Pickerel (2011) ‘Career Engagement: Bridging Career Counseling and Employee Engagement’. This article is showing that employee counselors helps individuals in maximizing their career engagement at any career stage of an individual. When you facilitate career engagement it contributes to employee engagement which employee are looking for. They even encourages others to use the career engagement and employee engagement models as vehicles to combine the employers to interest in engagement counselors to create interest in supporting the development of employee an motivate them to work.

2.1 Title: A Cross Sectional Study Of Employee Engagement In Apollo Hospitals.

2.2 Objectives:
1. To determine the level of Employee Engagement in Apollo Hospitals.
2. To identify the factors of Employee Engagement.
3. To analyze and suggest strategies for improvement.

2.3 Research Methodology:
I had adopted descriptive research design for the purpose of this survey on employee engagement. The primary data was collected from the 100 employees conveniently selected from Apollo Hospitals Bangalore, through structured questionnaire.

2.4 Limitations:
1) The survey was carried out for a sample sized of 100 working staff only.
2) Findings and suggestion of this research are applicable only to Apollo Hospitals.
3) As an fact finding study advanced statistical tools or analysis are not used.

Table 1.1 Weighted Average on Opportunities for growth

<table>
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<tr>
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TOTAL 283

Table 1.2 Calculation Of Weighted Average on Opportunities for growth

<table>
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<td>4.13</td>
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</tr>
</tbody>
</table>

RANKED 6 RANKED 4 RANKED 3 RANKED 5 RANKED 1 RANKED 2

Table 1.3 Showing The Rank Of Each Component of Opportunities for growth

INFEERENCE
The above table shows that the employees are encouraged to learn from their mistakes that is 4.15 out of 5. the work is stimulating, rewarding and challenging is ranked 2nd. the manager is actively interested in employees professional growth is ranked 3rd. the level of opportunity for professional growth shows the least ranking.

Table 1.4: Showing Adequate Opportunities/ Professional growth

<table>
<thead>
<tr>
<th>STRONGLY AGREED</th>
<th>AGREED</th>
<th>NEUTRAL</th>
<th>DISAGREE</th>
<th>STRONGLY DISAGREE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>20</td>
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<td>19</td>
<td>19</td>
<td>100</td>
</tr>
</tbody>
</table>
Chart 1.1: Showing Adequate Opportunities/ Professional growth
Interpretation:
32% of the employees from the given population says that they have a neutral opportunity to grow where as 10 % stands in the outstanding category and 20% of them in good category. An equal no of employees disagree to the fact in the other hand that is 19% of the given population.

<table>
<thead>
<tr>
<th>STRONGLY AGREED</th>
<th>AGREED</th>
<th>NEUTRAL</th>
<th>DISAGREE</th>
<th>STRONGLY DISAGREE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>52</td>
<td>22</td>
<td>16</td>
<td>8</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 1.5: Showing Training
Chart 1.2: Showing Training
Interpretation:
In the given sample 52% of the employees agrees to the fact that they receive good training in order to do their job efficiently and 2% strongly agrees. where 22 % is neutral to the situation given.16 % of them do not get proper training they required to do their jobs and 8 % strongly disagree to it. It is clear that the organization is giving a proper training to employees to make their work effective.

Table 1.6: Showing Professional Development And Advancement
Interpretation:
Most of the employees agree that their manager takes attention in their professional development steps. 32 % to 25 of the employees from the given sample have strongly agreed and agreed to it respectively. whereas 12 % is neutral to it . but 18% to 17% disagrees and says that they are not taken care in respective of their advancement in profession.

Table 1.7: Showing Encouragement And Support
Interpretation:
From the above graph its clear that 40% of the employees neither agree or disagree that management encourage them or support them. 8% to 10% agrees that they have been supported by the management . but 18 % to 24 % disagree to the fact that management supports them .

Table 1.8: Showing Challenges, Stimulation And Reward
Interpretation:
More than half , 52% of the employees states that they have a challenging stimulating and rewarding work. A very few of them disagree to it 4 % to 5% . and 23 % of them agrees t it there is a majority of people agreeing to it.

Table 1.9: Showing Encouragement
Interpretation:
There is a 28% of people agreeing to it. And 16 % to 9 % disagreeing to the fact that they are not encouraged to learn from their mistakes .

Table 1.10: Showing Weighted Average on Work/Life Balance; Stress and Work Pace
<table>
<thead>
<tr>
<th>X</th>
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<th>2</th>
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<td>X1</td>
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<tr>
<td>X2</td>
<td>30</td>
<td>13</td>
<td>08</td>
<td>48</td>
<td>29</td>
</tr>
</tbody>
</table>

My manager understands the benefits of maintaining a balance between work and personal life. (X1) 02 13 08 48 29
My job does not cause unreasonable amounts of stress in my life. (X2) 30 13 08 48 29
The amount of work I am asked to do is reasonable. (X3) 40 20 12 14 14
I am able to satisfy both my job and family/personal responsibilities. (X4) 27 12 08 09 44

Table 1.11: Showing Calculation Of Weighted Average on Work/Life Balance; Stress and Work Pace

Table 1.12: Showing The Rank Of Each Component of Work/Life Balance; Stress And Work Pace

211/100 2.11 351/100 3.51 370/100 3.7 269/100 2.69
RANKED 4 RANKED 1 RANKED 2 RANKED 3

INFERRENCE

By analysing the given data using weighted average method that the level of stress reduced in the employees is 3.51 out of 4 , and the amount of work the employee is asked to do is 3.7. the employee is able to balance between family and personal responsibility is 2.69 . the managers understanding in the benefits and maintaining balance between work and personal life should be taken care because it is got only 2.11 which have least rank

STRONGLY AGREED AGREED NEUTRAL DISAGREE STRONGLY DISAGREE TOTAL
2 13 8 48 29 100

Table 1.13: Showing Work/Life Balance; Stress And Work Pace Balance Between Work And Personal Life

Chart 1.7: Showing Work/Life Balance; Stress And Work Pace Balance Between Work And Personal Life

Interpretation:

Only 2% of the employees says that there is a balance between work life and personal life. 13% of them agrees to it and 8% is neutral to it.but 48% of the sample disagrees and 29 % of them strongly disagrees to it.

Table 1.14: Showing Stress Level In Employees Life

STRONGLY AGREED AGREED NEUTRAL DISAGREE STRONGLY DISAGREE TOTAL
30 13 8 48 29 100

Chart 1.8: Showing Stress Level In Employees Life

Interpretation:

30% of the employees strongly agrees that the job doesn't cause much stress where 13% of them agrees and 8% is neutral to it. But 48%of them disagree nd 29% strongly disagrees and states that job causes stress in their life.

Table 1.15: Showing Amount Of Work Asked To Do

STRONGLY AGREED AGREED NEUTRAL DISAGREE STRONGLY DISAGREE TOTAL
40 20 12 14 14 100

Chart 1.9: Showing Amount Of Work Asked To Do

Interpretation:

40% of them strongly agrees that they have sufficient amount of work and they do not feel any stress where 20 % of them agrees. 12% of the sample is neutral.14% of them disagrees they don’t have sufficient amount of work or they are overloaded with the work given.

Table 1.16: Showing Satisfying Family / Personal Responsibilities

STRONGLY AGREED AGREED NEUTRAL DISAGREE STRONGLY DISAGREE TOTAL
40 20 12 14 14 100

Chart 1.10: Showing Satisfying Family / Personal Responsibilities

Interpretation:

44% of them strongly disagree that they are not able to complete their job, family and personal responsibilities. 27 % to 12 % agrees to it and 8% is neutral to that. It shows that employees are not satisfied with the amount of work given to them.

Table 1.17: Showing Weighted Average on Personal Expression / Diversity

X 1 2 3 4 5

My ideas and opinions count at work. (X1) 03 18 19 32 28
I am comfortable sharing my opinions at work. (X2) 10 08 28 42 12
We work to attract, develop, and retain people with diverse backgrounds. (X3) 10 13 09 56 12
Senior management is genuinely interested in employee opinions and ideas. (X4) 24 23 36 07 10
People with different ideas are valued in this organization. (X5) 20 18 40 13 09

Table 1.18: Calculation Of Weighted Average on Personal Expression / Diversity

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
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<tr>
<td>TOTAL 234</td>
<td>TOTAL 262</td>
<td>TOTAL 253</td>
<td>TOTAL 344</td>
<td>TOTAL 327</td>
</tr>
</tbody>
</table>

RANKED 5 RANKED 3 RANKED 4 RANKED 1 RANKED 2

Table 1.19: Showing The Rank Of Each Component of Personal Expression / Diversity

**INFERRENCE**

By analysing the above table it shows that senior management is interested in personal opinions which shows the rank 1. And people with different ideas are valued in the organisation are considered 3.27 out of 5. Employees are free to share their ideas 2.62. the employees work in such a manner to attract and retain others 2.53, which has got the 4th rank. Ideas counted at work has got the least rank where they have to work on that part.

Table 1.20: Showing Idea And Opinion Count

<table>
<thead>
<tr>
<th>STRONGLY AGREED</th>
<th>AGREED</th>
<th>NEUTRAL</th>
<th>DISAGREE</th>
<th>STRONGLY DISAGREE</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>3</td>
<td>18</td>
<td>19</td>
<td>32</td>
<td>28</td>
<td>100</td>
</tr>
</tbody>
</table>

**Chart 1.11:** Showing Idea And Opinion Count

**Interpretation:**

Only 3% of the employees agree that the management listens to their ideas and opinions. 18% of them agree to it as well. 19% is neutral to the situation. Whereas there is a huge no of the sample size that is 32% to 28% who is disagreeing to it. Their opinions and ideas are not taken seriously by the management.

Table 1.21: Showing Level Comfort in Sharing Opinions

<table>
<thead>
<tr>
<th>STRONGLY AGREED</th>
<th>AGREED</th>
<th>NEUTRAL</th>
<th>DISAGREE</th>
<th>STRONGLY DISAGREE</th>
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<tr>
<td>10</td>
<td>8</td>
<td>28</td>
<td>42</td>
<td>12</td>
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</tr>
</tbody>
</table>

**Chart 1.12:** Showing Level Comfort in Sharing Opinions

**Interpretation:**

The conducted shows that only 10% to 8% employees are comfortable in sharing their problems with the upper management. Rest of the sample that is 42% is disagreeing that they are not comfortable in sharing their ideas or problems. 12% of them strongly disagrees.

Table 1.22: Showing The Work They Do Is To Attract , Develop And Retain

<table>
<thead>
<tr>
<th>STRONGLY AGREED</th>
<th>AGREED</th>
<th>NEUTRAL</th>
<th>DISAGREE</th>
<th>STRONGLY DISAGREE</th>
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<td>13</td>
<td>9</td>
<td>56</td>
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</tbody>
</table>

**Chart 1.13:** Showing The Work They Do Is To Attract , Develop And Retain

**Interpretation:**

56% of the employees disagrees that they don’t work to attract, develop or retain customers. Where 10% to 13% agrees to the statement. A little sample size of 12% strongly disagrees to the statement.

Table 1.23: Showing Senior Management Interest In Employee Opinion And Ideas

<table>
<thead>
<tr>
<th>STRONGLY AGREED</th>
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<th>NEUTRAL</th>
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<td>26</td>
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**Chart 1.14:** Showing Senior Management Interest In Employee Opinion And Ideas

**Interpretation:**

The management shows interest in taking employees ideas and opinions. 24% of them agrees and 23% of the strongly agrees to the statement. A huge sample, 36% id neutral to the statement. But a little sample, 7% to
10% disagrees to the statement.

Table 1.24: Showing People With Different Ideas Are Valued

<table>
<thead>
<tr>
<th>STRONGLY AGREED</th>
<th>AGREED</th>
<th>NEUTRAL</th>
<th>DISAGREE</th>
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<td>13</td>
<td>9</td>
<td>100</td>
</tr>
</tbody>
</table>

Chart 1.15: Showing People With Different Ideas Are Valued

Interpretation:
20% to 18% of the employees agree that people with different ideas are well accepted in the organization. 40% to the employees are neutral to the statement. 13% to 9% of the sample disagrees to the statement on the other hand.

Table 1.25: Showing Weighted Average On Compensation

<table>
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Table 1.26: Calculation Of Weighted Average On Compensation

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TOTAL 351 TOTAL 343 TOTAL 307 TOTAL 360 TOTAL 396

Table 1.27: Showing The Rank Of Each Component Of Compensation

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<th>5</th>
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<th>1</th>
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<td>3.51</td>
<td>343/100</td>
<td>3.43</td>
<td>307/100</td>
<td>3.07</td>
</tr>
</tbody>
</table>

INFERENCES
The above table shows that the employees are satisfied with the benefit package they are given 3.96 out of 5. the employees understand their plan is 3.60. the fair pay is ranked 3rd. the employees salary is competitive with others is ranked 4th. The salary is not comparable with salary with others which has been ranked the least, rank 5.

Table 1.28: showing Fair Pay

<table>
<thead>
<tr>
<th>STRONGLY AGREED</th>
<th>AGREED</th>
<th>NEUTRAL</th>
<th>DISAGREE</th>
<th>STRONGLY DISAGREE</th>
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<td>12</td>
<td>25</td>
<td>2</td>
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</table>

Chart 1.16: Showing Fair Pay

Interpretation:
19% to 42% of the Employees agree that they are paid fairly according to the amount of work they do. But 25% to 2% of the sample size disagrees to the statement. And 12% is neutral to it.

Table 1.29: Showing Salary Competitiveness

<table>
<thead>
<tr>
<th>STRONGLY AGREED</th>
<th>AGREED</th>
<th>NEUTRAL</th>
<th>DISAGREE</th>
<th>STRONGLY DISAGREE</th>
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<td>23</td>
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</tr>
</tbody>
</table>

Chart 1.17: Showing Salary Competitiveness

Interpretation:
32% of the employees agrees that they get a competitive salary when compared to other organizations with same designation. 12% of them strongly agrees to it .28% of them are neutral to the statement. 23% to 5% is disagrees to the statement in the other hand.

Table 1.30: Showing Comparability Of Benefits

<table>
<thead>
<tr>
<th>STRONGLY AGREED</th>
<th>AGREED</th>
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<td>32</td>
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</tbody>
</table>

Chart 1.18: Showing Comparability Of Benefits

Interpretation:
There is balance, 29% of the employees agrees and 32 % of them strongly disagrees that they have a comparable benefits. 28% of them are neutral in the other hand.

Table 1.31: Showing Understanding Of Benefit Plan

<table>
<thead>
<tr>
<th>STRONGLY AGREED</th>
<th>AGREED</th>
<th>NEUTRAL</th>
<th>DISAGREE</th>
<th>STRONGLY DISAGREE</th>
<th>TOTAL</th>
</tr>
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<td>42</td>
<td>15</td>
<td>19</td>
<td>9</td>
<td>15</td>
<td>100</td>
</tr>
</tbody>
</table>

Chart 1.19: Showing Understanding Of Benefit Plan

Interpretation:
42% of the employees agrees that they understand their benefit plan. 15% strongly agrees, where 19% is neutral. 9% to 15% disagrees to the fact and says they don’t understand the benefit plans they are given.

Table 1.32: Showing Satisfaction With Benefit Package

<table>
<thead>
<tr>
<th>STRONGLY AGREED</th>
<th>AGREED</th>
<th>NEUTRAL</th>
<th>DISAGREE</th>
<th>STRONGLY DISAGREE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>58</td>
<td>12</td>
<td>11</td>
<td>6</td>
<td>13</td>
<td>100</td>
</tr>
</tbody>
</table>

Chart 1.20: Showing Satisfaction With Benefit Package

Interpretation:
58% of them are satisfied with their benefit package. 12% strongly agrees. Whereas little sample of 6% to 13% disagrees to the statement. Or they are not happy with their benefit package. 11% is neutral to it.

Summary of Findings

- Most of the employee’s ability state the opinion firmly and positively is better than acceptable standards.
- Majority of the employee’s ability in exercising the professional duties without assistance is better than acceptable standard.
- The Emotional Stamina of the majority of the employees is better than acceptable standard.
- Majority of the Employee’s Ability to work co-operatively and collaboratively to achieve common goal is better than acceptable.
- Majority of the employees Ability to effectively guide a group through an appropriate process to help to achieve their desired outcomes is better than acceptable standard.
- Majority of the employee’s ability to clarify and establish with a group roles and responsibilities, common goal and plan to achieve them and group behavioural is outstanding.
- Majority of the employees Ability to deal with multiple issues and details, alertness and learning capacity is better than acceptable standard.
- Majority of the employee’s ability to see and think beyond the obvious and formulate original solution is better than acceptable standards.
- Majority of the employee’s ability to present ideas, concept, plan and procedure clearly to the target group is better than acceptable standard.
- Concern for excellence of the majority of the employee’s is better than acceptable standard.
- Majority of the employee’s Aware of what is going on in the workplace and responds in a suitable manner to situations as they is better than acceptable.
- The understanding between the top level and employees are in good terms.
- Employees do understand their benefits and opportunities given by the organisation.
- The employees are paid fairly according to the work done.
- Freedom of sharing new ideas and opinions are welcomed in the organisation.
- The employees are able to make a balance between personnel and work life. which reduces the amount of stress in them.
- The organisation encourages the employee to learn from their mistakes.

Recommendations

- In this organization employee engagement study must be regularly done in order to check the level of employee effectiveness.
- Since many of the employees are performing different jobs to what they were doing at the time of their joining they need training to perform the new work allotted them.
- Different sources of employee engagement tactics must be encouraged in employees.
- The top management should support the lower level employees since it is considered a major hurdle in effective employee engagement and the employees must also be made aware of importance of engagement.
The employees should be then and there motivated for work.
The understanding between management and employees should be increased.
Level of stress in work should be reduced.
Better benefit package should be given to the employees.

Conclusion
In the report we have discussed the importance of employee engagement in an organization and how it affects the efficiency of work and productivity. Employment counselors should help individuals to maximize their career engagement at any stage of their career. Basically employee engagement should be a buzz word for the employee engagement and a positive attitude held by the employees towards the organization. Employee engagement is gaining its importance and popularity in work places and its impact in many ways. It emphasis on the importance of employee engagement in a organization, an organization should thus give more importance for its employees than any other variable as they are the powerful contributors to a company’s competitiveness. Thus it shows that employee engagement should be a continues process for learning, improvement, measurement and action of an employee.

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