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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	THE RELATIONSHIP BETWEEN CAPITAL AND OWNERSHIP STRUCTURES WITH THE CREATED SHAREHOLDER VALUE IN TEHRAN STOCK EXCHANGE <i>MOHAMADREZA ABDOLI, MOHAMADREZA SHORVARZI & SYED NAJIBALLAH SHANAEI</i>	1
2.	IMPACT OF GOOD GOVERNANCE ON THE CORPORATE GOVERNANCE IN BANGLADESH <i>MD. ZAHIR UDDIN ARIF, MD. OMAR FARUQUE & UDAYSHANKAR SARKAR</i>	6
3.	DETERMINANTS OF JOB PERFORMANCE OF ADMINISTRATIVE STAFF IN LADOKE AKINTOLA UNIVERSITY OF TECHNOLOGY, OGBOMOSO, NIGERIA <i>AKANBI F. K. & OJOKUKU R. M.</i>	9
4.	THE NEXUS BETWEEN ORGANIZATIONAL CULTURE AND TOP MANAGEMENT SUPPORT AS AN INFLUENCE TO THE ADOPTION OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) IN THE RWANDAN COMMERCIAL BANKS <i>MACHOGU MORONGE ABIUD & LYNET OKIKO</i>	14
5.	THE ROLE OF CORPORATE REPUTATION ON TRAVEL AND LEISURE COMPANIES PERFORMANCE IN MALAYSIA <i>SAHAR E-VAHDATI</i>	20
6.	HR AUDIT: AN EVALUATION OF HR PRACTICES <i>MARIAM AHMED</i>	23
7.	BENEFITS AND CHALLENGES OF CONVERGENCE TO INTERNATIONAL FINANCIAL REPORTING STANDARDS BY PUBLIC ACCOUNTABILITY COMPANIES IN NIGERIA <i>ISHAQ ALHAJI SAMAILA</i>	29
8.	FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN AN ENTERTAINMENT INDUSTRY <i>A. ANGELINE EMMEMA, N.AJAN & C.KARTHIKEYAN</i>	35
9.	AN INSIGHT INTO XBRL: INDIAN PERSPECTIVE <i>DR. SUMIT GARG & RITIKA AGGARWAL</i>	43
10.	EMPLOYEES' SATISFACTION AND INDUSTRIAL RELATIONS – A STUDY OF SELECTED INDUSTRIAL UNITS OF AHMEDABAD AND ANAND DISTRICTS <i>DR. VIJAYSINH M. VANAR</i>	48
11.	AN EMPIRICAL STUDY ON TALENT MANAGEMENT – AN OUTMOST OPPORTUNITY FOR ORGANIZATION'S SUCCESS <i>NANDINI M. DESHPANDE</i>	61
12.	A STUDY OF HUMAN RESOURCES RELATED CONFLICTS IN SOFTWARE INDUSTRIES IN HYDERABAD <i>RAMAKRISHNA SASTRY GHATTY & DR. V. MADHUSUDHAN PRASAD</i>	65
13.	CAPITAL STRUCTURE (DEBT-EQUITY) OF INDIAN PHARMACEUTICAL INDUSTRY – A STUDY <i>K. PADMINI & C. SIVARAMI REDDY</i>	70
14.	GAINING LEVERAGE FROM SUPPLY CHAIN TO MAXIMIZE PROFITS <i>DR. MADHU JASOLA & SHIVANI KAPOOR</i>	74
15.	BUSINESS CYCLE STAGES AND HUMAN CAPITAL COST – AN EMPIRICAL STUDY OF SERVICE SECTOR COMPANIES IN INDIA <i>DR. YAMINI KARMARKAR & PRACHI JAIN</i>	79
16.	A COMPARATIVE STUDY ON CUSTOMER PREFERENCE ON MOBILE COMMUNICATION WITH REFERENCE TO THE SERVICE PROVIDED BY PRIVATE (AIRTEL) AND PUBLIC (BSNL) SECTOR IN COIMBATORE DISTRICT <i>DR. G.SAKTHIVEL</i>	85
17.	THE BRAND IMAGE & SATISFACTION LEVEL OF DEALERS AND SURROGATE BUYERS OF AMBUJA CEMENT LIMITED IN SAURASHTRA REGION <i>UTKARSH. H. TRIVEDI & JIGNESH. B. TOGADIYA</i>	88
18.	SMALL PACKAGING- MAKING THINGS AFFORDABLE (A STUDY OF RURAL CONSUMERS) <i>RANJEET KAUR & AMANDEEP KAUR</i>	100
19.	A REVIEW OF VIRTUAL LEARNING METHODOLOGY IN THE DEVELOPMENT OF SALES WORKFORCE <i>KETAN KANAUIA & L. R. K. KRISHNAN</i>	106
20.	CLASSIFICATION OF INVESTORS' IN INDIAN SECURITIES MARKET WITH REFERENCE TO TAMILNADU – A DISCRIMINANT ANALYSIS <i>DR. V. DHEENADHAYALAN</i>	115
21.	MARKETING IN ORGANIZED RETAIL ENVIRONMENT: A RETAILERS PERSPECTIVE <i>VASUNDRA</i>	123
22.	A STUDY ON EFFECT OF CSR INITIATIVES OF AUTOMOTIVE COMPANIES ON CONSUMER BUYING BEHAVIOR <i>SHILKI BHATIA</i>	126
23.	EMPLOYEES PERCEPTION ON DAY – SHIFT V/S NIGHT - SHIFT JOBS (WITH SPECIAL REFERENCE TO BPO SECTORS IN HYDERABAD) <i>ANITA D'SOUZA</i>	133
24.	AN OVERVIEW OF THE CHALLENGES FACED BY ITES /BPO EMPLOYEES IN INDIA AND THE NEED FOR NATIONAL LEGISLATURE TO PROTECT EMPLOYEE RIGHTS OF THIS SECTOR <i>ANJALI PASHANKAR</i>	139
25.	INSURANCE BUSINESS IN INDIA - AN OVERVIEW <i>VENKATESH BABU S</i>	143
26.	LEADERSHIP STYLES IN DYEING AND PRINTING INDUSTRY (WITH REFERENCE TO JETPUR CITY OF RAJKOT DISTRICT) <i>ANKITA DHOLARIYA</i>	147
27.	INTEGRATION OF INDIAN STOCK MARKET WITH ASIAN AND WESTERN MARKETS <i>RAKESH KUMAR</i>	153
28.	EFFECT OF SALES PROMOTION ACTIVITIES ADOPTED BY MAHINDRA AUTOMOBILES ON RURAL MARKET OF PUNJAB <i>PRANAV RANJAN & RAZIA SEHDEV</i>	160
29.	IDENTIFICATION OF KEY STRATEGIC FACTORS IN APPAREL SOURCING DECISIONS BY INDIAN RETAILERS; A CASE BASED STUDY <i>PARAGI SHAH</i>	165
30.	GROWTH AND PROSPECTS OF INDIAN MUTUAL FUND INDUSTRY - A REVIEW <i>B. USHA REKHA</i>	171
	REQUEST FOR FEEDBACK	179

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FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN AN ENTERTAINMENT INDUSTRY**A. ANGELINE EMMEMA****RESEARCH SCHOLAR****CENTRE FOR AGRICULTURAL & RURAL DEVELOPMENT STUDIES****TAMIL NADU AGRICULTURAL UNIVERSITY****COIMBATORE****N.AJJAN****DIRECTOR (CARDS)****CENTRE FOR AGRICULTURAL & RURAL DEVELOPMENT STUDIES****TAMIL NADU AGRICULTURAL UNIVERSITY****COIMBATORE****C.KARTHIKEYAN****ASSOCIATE PROFESSOR****CENTRE FOR AGRICULTURAL & RURAL DEVELOPMENT STUDIES****TAMIL NADU AGRICULTURAL UNIVERSITY****COIMBATORE****ABSTRACT**

An organization's productivity is not only measured in terms of profit, new products, customer satisfaction and employee satisfaction but also in terms of employee engagement. The study was undertaken with the overall objective of analyzing the factors that influenced employee engagement in MGM Corporate, Chennai. A random sample of 100 employees from the MGM Corporate was drawn as sample for the study. The primary data were collected from the employees by personal interview method. Factor analysis was used to identify the important factors responsible for employee engagement. The employees opinions towards employee engagement were asked to rank among the nine factors, the ranks are calculated with Garrett ranking technique. The key drivers responsible for employee engagement were found to be job satisfaction, organizational behavior, motivation and employee welfare. Suggestions for engaging the employees effectively in the accomplishment of the organizational objectives were drawn.

KEYWORDS

Employee engagement, factors, perception, productivity, strategies.

INTRODUCTION

An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success. Engaged employees also normally perform better and are more motivated. There is a significant link between employee engagement and profitability. Employee engagement is critical to any organization that seeks not only to retain valued employees, but also increase its level of performance, engaged employees form an emotional connection with the company. This impacts their attitude towards the company's clients, and thereby improves customer satisfaction and service levels. Research shows that committed employees perform better. If employee engagement is found in an organization it is one step up from commitment. The strongest driver of all is a sense of feeling valued and involved in the job. There are several key components involved such as decision making, employees' contribution of views and ideas, opportunities for the employees to develop their jobs, the extent to which the organization is concerned for the employees' health and well being. In the current scenario every organization is striving to increase profits, quality, and customer satisfaction without increasing cost. Organization started to realize that having strong brand, new products, new technology alone, does not help them get the winning edge over the competitors. They also need to focus on the employees who are life blood of the business. They need to continuously nurture and motivate the employee who can prove to be powerful weapon against the competition.

LITERATURE REVIEW

Gallup's employee engagement research (1993-1998) reported Gallup's engagement model and it significantly analyzed the proportion of engaged to actively disengaged employees. The result showed that in average organizations, the ratio of engaged to actively disengaged employees is 1.5:1. And in world level organization the ratio was found to be 8:1. Corporate leadership council (2004) infers that moving from a low to high engagement level will induce an increase in employee performance. Melcrum Publishing (2005) based on a global survey of over 1,000 multinationals concluded that from an organisation's point of view it is the senior executives that 'set the tone' of engagement in an organisation, whatever the size. There are a number of actions and strategies that senior management can make use of to inspire engagement among employees and motivate them to go the extra mile. The Gallup's employee engagement research (2006) concluded that actively disengaged employees cost UK business between £39b and £48b a year.

Gallup also showed a strong correlation between engagement and creativity. On the job 59% of engaged employees bringing out their most creative ideas compared to 3% of those disengaged. CIPD (2006c) reported from employee attitude and engagement survey that 35% of the employees are actively engaged and high level of engagement have been found to be associated with a whole range of beneficial outcomes, including high level of performance and also suggested that relationship among the fellow workers are important in contributing towards Job Satisfaction. Penna (2006) reported that "we believe that the pride taken in working for their employer, and their willingness to recommend their employer as a place of work to friends, are excellent barometers of engagement and meaning" USA work survey (2006) reported on debunking the myths of employee engagement during 2006-2007 and the key findings of this survey was engagement is a leading indicator on financial performance and communication makes a positive difference in employee engagement.

Towers Perrin Global Workforce Study (2007) presented that 21% of employees surveyed around the world are engaged in their work while 38% are either disenchanted or disengaged and the remaining 41% are only partly engaged. Watson Wyatt (2008) confirmed that practices widely accepted as achieving higher employee engagement - employee involvement, sharing information and getting feedback - are directly related to a 2.2% increase in shareholder value. Greenberg and Baron (2008) research shows, conversely that engaged employee's deliver four times more value to the organization than non-engaged employees. Towers Perrin's research (2009) on employee engagement underpins business Transformation according to this survey conducted for a UK's largest

car fleet (Motability Operations) found that eighty-six per cent of its employees are engaged, ninety per cent of its employees are positive about customer focus and eighty-one per cent of employees are positive about its values.

Employee engagements from an employee’s point of view is clearly understood as job responsibilities and have a strong desire to perform well in his role. It also helps employees to realize their competencies. Employee engagement from an organizational point of view is to create belief that employee are valuable assets for their organization.

The present study is an attempt to examine the extent of employee engagement in MGM Corporate and to analyze the factors influencing engagement and suggest effective strategies for the growth of the company. The specific objectives of the study are:

1. To find out the factors that influence employee engagement, and
2. To propose strategies for effective employee engagement in the organization.

IMPORTANCE OF THE STUDY

Engaged employee have a strong desire to work, feel proud of the organization and also speak positively about it. Such employees show enthusiasm to contributing the organization goal. At the time of emergency if the employees are involved, they feel more responsible and use their skill effectively for their self as well as organizational development. Engaged employees gives reference to their friends and relatives, in relation to the company they work.

Employee engagement is found to be a key in organizational success. It enhances both productivity and profitability through actively engaged workers. Engaged employees are more committed to job and satisfied with the job. They pave way for many factors such as loyalty; employee retention etc., Hence examination of employee engagement in an organization will provide ways and means to improve the growth of the organization and the employees as well.

PROBLEM FOCUS

There existed a need to examine various factors that influenced the engagement of employees in the MGM Corporate and hence this research study was sponsored to formulate effective strategies for the growth of the case firm and hence this study was framed with the operational group of employees.

METHODOLOGY

The present study was conducted during 2010-11 to analyze the extent of employee engagement in MGM Corporate, Chennai, Tamil Nadu, India. A random sample of 100 employees was drawn from the organization for the study. A well structured and pretested interview schedule was used as data collection tool to gather the responses from the sample respondents. The following tools were used to analyse the data.

PERCEPTION RANKING

This technique was used to know the perception of the employees towards company perspectives. To measure this, the scale developed by Olayiwola (2008) was modified according to the study and 37 statements were framed under 9 heads namely job satisfaction, employee motivation, commitement, communication, leadership, training, employee welfare, organisation and organizational behavior. Statements were framed on a continuum namely ‘Strongly agree’, ‘Agree’, ‘Neutral’, ‘Disagree’ and ‘Strongly disagree’ and they were scored as 5,4,3,2,1 for the responses respectively. Mean scores were worked out for each factor and the dimensions were calculated. Based on the score, Perception rating was calculated by using the following formula.

$$\text{Mean score of self perceived dimensions} = \frac{\text{Sum of score of statement in a dimension}}{\text{Total number of respondents}}$$

GARRETT’S RANKING TECHNIQUE

As per the technique, the order of merit assigned by the individual employee was converted into ranks by using the formula,

$$\text{Percent position} = 100(R_{ij} - 0.5)/N_j$$

Where,

R_{ij} = Rank given for i^{th} attribute by the j^{th} individual

N_j = Number of attributes ranked by j^{th} individual

By referring the Garrett’s table, the percent position estimated were converted into scores. The scores of the respondents will be added and mean scores were calculated. The attributes was ranked according to their corresponding mean score.

FACTOR ANALYSIS

Factor analysis was used to identify the important factors responsible for employee engagement. Varimax rotation was used in the factor analysis to determine the number of factors. The criteria used in the analysis were that the eigen value should be more than 1. There were nine factors which had the eigen value of more than 1 and hence the rotated components of these nine factors are considered. The statistical approach involving finding a way of condensing the information contained in a number of original variables into a smaller set of dimensions (factors) with a minimum loss of information (Hair et al., 1992).

Factor analysis could be used to verify conceptualization of a construct of interest. In this study the variables namely job satisfaction, employee motivation, leadership, training, service, perception, communication, stress, cooperation, opportunities, company’s standard of ethical behavior, health and safety, respectful treatment of employees, pay and benefits and etc, are used to analyze the relationship between the variables and the factor. The factors which is most influencing the employee engagement of the employees is being identified and also been ranked by using factor analysis.

In this approach the employee were asked to indicate whether they are highly satisfied, satisfied, neutral, not satisfied, and highly dissatisfied with the various types of factor such as employee motivation, training, etc. The responses of the employee were recorded and the score were given to each factor, then the score were added to obtain the total score towards the satisfactory level of employee.

The score for each employee is calculated as given below:

S.No	Satisfaction Level	Score
1.	Highly Satisfied	1
2.	Satisfied	2
3.	Neutral	3
4.	Not Satisfied	4
5.	Highly Dissatisfied	5

Source: Primary data

The mean score and co-efficient of variation were calculated and used for simple comparison of level of satisfaction. The co-efficient of variation was used to measure how the score of the variables are scattered around the mean score.

RESULTS AND DISCUSSION

GENERAL CHARACTERISTICS OF THE SAMPLE EMPLOYEES

The general characteristics of the sample employees considered are age, education, experience, gender and marital status. Analysis of the general characteristics of the employees enables to understand the profile of the employees.

AGE OF THE EMPLOYEES

Age is an important factor for decision making among the employees. The employees were classified into five groups as shown in Table 1. Among the sample employees the minimum age of the employees was 21 and the maximum age of 60 was observed.

TABLE 1: AGE DISTRIBUTION OF THE EMPLOYEES (n=100)

Sl. No	Age group(years)	Number of Employees	Percentage to Total
1.	≤ 25	23	23.00
2.	26-30	41	41.00
3.	31-35	16	16.00
4.	36-40	15	15.00
5.	≥ 41	5	5.00
Total		100	100.00

Source: Primary data

It could be observed from the Table 1, that majority of the employees were in the age group of 26- 30 years, (41.00 per cent) followed by 23.00 per cent of the sample employees in the age group of below 25 years, 16.00 percent of them belonged to the age group of 31-35 years, 15.00 percent of them belonged to 36- 40 years and 5.00 percent above 41 years So, it could be concluded that majority of the sample employees were middle-aged.

EDUCATIONAL STATUS OF THE EMPLOYEES

The data on the educational status of the sample employees were collected, analyzed and the results are presented in Table 2.

TABLE 2: EDUCATIONAL STATUS OF THE EMPLOYEES (n=100)

Sl. No.	Educational Status	Number of Employees	Percentage to Total
1.	Higher secondary	5	5.00
2.	Graduate	62	62.00
3.	Post Graduate	33	33.00
Total		100	100.00

Source: Primary data

The sample employees were categorized into three groups based on their educational status. Most of the employees were graduate (62 per cent) followed by 33.00 per cent were post graduates. Thus it can be inferred that most of the employees were well educated.

EXPERIENCE OF THE EMPLOYEES

Experience of the employees would have significant role in allocation of work in the firm. Experienced employees also help in the success of the business. Hence details of the same were gathered, analyzed and the results are presented in Table 3.

TABLE 3: EXPERIENCE OF THE SAMPLE EMPLOYEES (n=100)

Sl. No	Experience(years)	Number of Employees	Percentage to Total
1.	≤ 1	13	13.00
2.	2-5	42	42.00
3.	6-9	23	23.00
4.	10-13	15	15.00
5.	>13	7	7.00
Total		100	100.00

Source: Primary data

Most of the employees (42.00 per cent) had experience of 2-5 years (Table 3) and 23.00 per cent with experience of 6-9 years. These figures showed that the employees were well experienced and capable of overcoming the problems in the firm.

GENDER STATUS OF THE EMPLOYEES

The sample employees were classified into two groups based on the gender. It could be noted from the Table 4 that, 77.00 percent of the sample employees were male and the rest 23.00 percent were female employees. The firm had more than 70 percent male employees in the operation sector.

TABLE 4: GENDER STATUS OF THE EMPLOYEES (n=100)

Sl. No	Gender	Number of Employees	Percentage to Total
1.	Male Employees	77	77.00
2.	Female Employees	23	23.00
Total		100	100.00

Source: Primary data

MARITAL STATUS OF THE EMPLOYEES

The sample employees were classified into two groups on their marital status. The results are furnished in the Table 5.

TABLE 5: MARITAL OF THE EMPLOYEES IN THE STUDY AREA (n=100)

Sl. No	Marital Status	Number of Employees	Percentage to Total
1.	Married	44	44.00
2.	Unmarried	56	56.00
Total		100	100.00

Source : Primary data

The results in the table 5 revealed that 56.00 percent of the employees were unmarried and 44.00 percent of the sample employees were married.

PERCEPTION RATING

The employees were asked to express their perception on Employee Engagement. It was ranked according to the study under 9 heads namely Job Satisfaction, Employee motivation, Commitment, Communication, Leadership, Training, Employee welfare, Organizational Behavior, and Organizational Values. From the response given by the employees the results are given in Table 6.

TABLE 6: PERCEPTION RATING OF THE EMPLOYEES (n=100)

Sl. No	Particulars	Scores
1.	Job satisfaction	
	a. I know what is expected of me at work	4.29
	b. My job allows me to make full use of my knowledge, skills and abilities	4.44
	c. I have sufficient opportunities for personal and professional growth	4.21
	d. My opinion seems to count at work	3.98
	e. I receive meaningful recognition or praise for doing a good work	3.99
	f. In my work place my coworkers give due respect to my thoughts and feelings	4.04
	g. Working at my company gives me a feeling of achievement	4.03
2.	Employee motivation	
	a. I have the entire infrastructure to do my work.	4.26
	b. My company inspires and motivates me to perform best	3.97
	c. When it comes to executing my task I'm appropriately provided people resources and that on timely basis	3.91
3.	Commitment	
	a. While working on the assigned task, I see effective team work among us	3.99
4.	Communication	
	a. There is always a two way communication between coworkers regarding any work to be done.	3.63
5.	Leadership	
	a. When I head a team I give my best as a leader	4.14
6.	Training	
	a. There are adequate training given to us both professional and for growth	3.95
7.	Employee Welfare	
	a. Employee's opinion and suggestion are given due consideration	4.09
	b. My organization actively looks after the well being of all its employees	4.1
	c. I am able to maintain an appropriate and healthy balance between my work and my personal commitment	3.84
8.	Organizational behavior	
	a. In my company my coworkers demonstrate a positive attitude	4.09
	b. In the work place, I get all the support I need to succeed from my managers.	4.20
	c. My supervisor provides timely feedback that allows me to improve on my performance.	4.00
	d. My supervisor is always available to answer my queries/question.	4.02
	e. My supervisor is accessible and approachable when required	3.97
9.	Organization	
	a. I understand company's mission /vision	4.31
	b. My organization is always open to new ideas and initiatives.	4.27
	c. My organization policies are flexible and employee friendly	4.07
	d. My organization provides excellent services to the customers	4.28
	e. My organization provides me a clean and safe working environment	3.99
	f. I feel proud to tell people that I work at MGM	4.22
	g. I would recommend to my friends /relatives to work at MGM	4.02
h. I would prefer to stay with MGM even if offered a job elsewhere	4.01	

Source: Primary data

From the Table 6, it could be concluded that employees rated their perception level for each attribute. Among them the highest mean score is for job satisfaction questions (4.4) where the employees are satisfied that the organization allows them to use their knowledge, skills and abilities in fulfilling their job.

The statement in the second front is employees recognize the significance of organization mission, values and ethical behavior (4.31), followed by employee motivation in the third front (4.26), and was found to be the key driver for work. The fourth highest score is for organizational behavior (4.20) which enables the employee to be more accessible and approachable. These drivers are found to be the highly satisfied by the employees.

The lowest mean score was for training with (3.4) the employees need more training works to grow physically and psychologically and the second lowest mean score was found to be communication (3.63) which ties a union between the organization and employee for organizational success. These are factors in which employees were not satisfied and needed more changes.

MULTIPLE CORRELATIONS

Correlation is the study between two or more variables. When more than two variables are involved, the correlation is known as multiple correlations, and found to be moving in the same direction, these variables are said to be correlated positively and if they move in opposite direction they are said to be negatively correlated.

It can be perceived that out of nine factors, eight viz., job satisfaction, employee motivation, commitment, communication, leadership, employee welfare, organizational behavior, organizational values had shown positive and significant relationship. The other variable training is found to be non significant, but correlation with organizational behavior has shown positive and significant at five percent level.

THE KEY DRIVERS FOR EMPLOYEE ENGAGEMENT

There were about 37 statements related to employee engagement and have been rated by the employees by using Likert five point scale analysis to find out which statements are similar and form a factor. The statements are given in Table 7.

TABLE 7: STATEMENT OF THE KEY FACTORS BY THE EMPLOYEES

S.No	Factors	Statements	Notation Used
1	Job satisfaction	i) I know what is expected of me at work	IWEMW
		ii) My job allows me to make full use of my knowledge, skills and abilities	MKSA
		iii) I have sufficient opportunities for personal and professional growth	IOPPG
		iv) My opinion seems to count at work	MOSCW
		v) I receive meaningful recognition or praise for doing a good work	IMRGW
		vi) In my work place my coworkers give due respect to my thoughts and feelings	WPCRT
		vii) Working at my company gives me a feeling of achievement	WMFA
2	Employee motivation	i) I have the entire infrastructure to do my work.	IHEIW
		ii) My company inspires and motivates me to perform best	CIMPB
		iii) When it comes to executing my task I'm appropriately provided people resources and that on timely basis	ETPRT
		iv) Within my organization the employees are empowered to act in the organization best interest	OEEBI
S.No	Factors	Statements	Notation Used
3	Commitment	i) While working on the assigned task, I see effective team work among us	AWETW
		ii) All the views /suggestions are given due respect and considered	ASRC
4	Communication	i) There is always a two way communication between coworkers regarding any work to be done.	TWCRW
		ii) In my organization important decisions are regularly communicated to the employees	ODRCE
5	Leadership	i) When I head a team I give my best as a leader	WHTL
		ii) I am confidence in taking a decision and implementing as a leader	CIDIL
6	Training	i) There are adequate training given to us both professional and for growth	ATPG
		ii) The trainings given to us are more relevant to our work	LMRW
7	Employee welfare	i) Employee's opinion and suggestion are given due consideration	EOSC
		ii) My organization actively looks after the well being of all its employees	OWBE
		iii) I am able to maintain an appropriate and healthy balance between my work and my personal commitment	AHBWPC
		iv) In my organization the employees are encouraged to move in between the functions/projects to broaden their experience and make better advancement in their career.	EEFEBA
8	Organizational Behavior	i) In my company my coworkers demonstrate a positive attitude	CDPA
		ii) In the work place, I get all the support I need to succeed from my managers.	IWPSSM
		iii) My supervisor provides timely feedback that allows me to improve on my performance.	SPTFP
		iv) My supervisor is always available to answer my queries/question.	SAAQ
		v) My supervisor is accessible and approachable when required	SIAAR
		vi) He initiative to drive things forward	ITDTF
9	Organizational values	i) I understand company's mission /vision	IUCM
		ii) My organization is always open to new ideas and initiatives.	ONIAI
		iii) My organization policies are flexible and employee friendly	OPFEF
		iv) My organization provides excellent services to the customers	OPSTC
		v) My organization provides me a clean and safe working environment	OPSWE
		vi) I feel proud to tell people that I work at MGM	IFPIW
		vii) I would recommend to my friends /relatives to work at MGM	IRFTW
		viii) I would prefer to stay with MGM even if offered a job elsewhere	IPSEJE

Source: Primary data

ROTATED COMPONENT MATRIX OR VARIMAX ROTATION

Factor analysis was carried out to analyze the major factors responsible for employee engagement. There were nine factors which had the Eigen value of more than 1 and hence the rotated components of these nine factors are considered. The component loadings for these nine factors are presented in Table 8.

TABLE 8: ROTATED COMPONENT MATRIX

S. No	Notations	Factors									Communalities
		1	2	3	4	5	6	7	8	9	
1	IWEMW	0.242	0.266	-5.922	0.578	0.201	-6.292	0.178	-0.103	0.297	0.642
2	MKSA	0.324	0.467	0.109	0.200	0.459	0.106	0.166	0.108	0-179	0.668
3	IOPPG	0.217	0.195	0.246	-5.365	0.755	0.139	0.154	0.216	-3.107	0.808
4	MOSCW	0.197	0.230	0.161	0.358	0.750	0.139	0.154	0.216	-3.107	0.829
5	IMRGW	0.131	-9.420	0.155	0.489	0.342	0.415	0.172	-2.473	0.180	0.641
6	WPCRT	0.415	-9.622	-3.148	0.242	0.515	0.347	0.123	-0.243	-0.125	0.716
7	WMFA	0.363	0.360	0.293	-8.941	0.553	0.168	0.130	-1.643	-2.773	0.707
8	IHEIW	0.132	0.252	0.533	0.298	0.159	0.119	0.212	-0.303	-0.126	0.645
9	CIMPB	0.237	0.314	0.704	0.245	0.174	-4.705	-5.578	0.152	-6.769	0.770
10	ETPRT	0.218	0.150	0.677	0.312	0.271	0.150	-4.802	0.224	2.01	0.775
11	OEEBI	0.242	0.108	0.411	0.514	0.191	0.418	-0.171	-1.358	-5.388	0.746
12	AWETW	0.138	-9.981	0.154	-8.024	0.141	0.882	0.128	0.107	-3.519	0.783
13	ASRC	0.223	0.154	0.158	-4.581	-5.126	0.883	-6.775	-2.15	-1.303	0.888
14	TWCRW	-8.8653	-9.596	-6.607	0.438	0.205	0.556	0.247	0.248	-2.754	0.683
15	ODRCE	0.223	0.224	0.126	0.153	0.128	0.138	0.358	0.669	-5.130	0.753
16	WHTL	0.134	0.207	0.112	0.195	0.167	0.163	0.828	-2.097	-3.571	0.852
17	CIDIL	0.117	0.151	0.137	0.121	-9.697	0.108	0.869	-8.659	-4.717	0.854
18	ATPG	0.125	-3.333	-4.425	-6.510	-1.760	-8.349	2.526	3.951	0.855	0.756
19	LMRW	-0.200	0.292	0.227	-0.181	-1.282	0.186	-0.166	0.611	0.283	0.725
20	EOSC	0.504	0.212	0.170	0.377	0.199	-2.621	-2.211	0.470	-0.174	0.762
21	OWBE	0.593	0.207	0.199	0.263	0.215	0.152	0.129	0.358	-0.212	0.762
22	AHBWPC	-0.650	0.239	0.590	-0.197	-5.130	0.299	0.363	-3.123	0.105	0.685
23	EEFEBA	0.131	0.272	0.763	-3.242	0.115	-8.903	0.146	0.193	0.101	0.765
24	CDPA	0.189	0.300	0.238	0.644	-1.827	-3.557	0.300	-8.687	-0.139	0.715
25	IWSSM	0.239	0.637	0.194	0.352	-9.750	-2.989	0.203	0.257	-2.742	0.743
26	SPTFP	0.196	0.729	0.151	0.243	0.178	0.154	0.119	0.111	-4.067	0.734
27	SAAQ	0.118	0.790	0.292	-4.735	0.201	-7.070	0.122	-4.739	-2.105	0.789
28	SIAAR	0.246	0.700	0.300	-6.474	0.152	0.190	0.139	-9.713	-9.791	0.742
29	ITDTF	0.392	0.733	0.190	0.186	0.109	-8.476	0.202	-9.620	-4.395	0.833
30	IUCM	0.500	0.195	-2.707	0.511	0.166	0.273	0.104	-7.429	0.143	0.639
31	ONIAI	0.729	0.147	-2.707	0.511	0.166	0.273	0.104	-7.429	0.143	0.735
32	OPFEF	0.483	0.567	0.106	0.124	0.158	0.147	-6.544	0.190	0.222	0.718
33	OPESTC	0.713	-8.44	0.136	0.274	0.159	-7.037	0.273	-9.424	-3.171	0.712
34	OPSWWE	0.552	0.375	0.234	-1.436	0.380	-8.643	-0.155	-9.962	0.177	0.718
35	IFPIW	0.709	0.404	-1.786	-2.799	0.286	0.246	-9.816	-7.136	-9.816	0.824
36	IRFTW	0.740	0.340	0.306	-4.584	-5.908	0.205	0.100	4.913	0.103	0.827
37	IPSEJE	0.719	0.410	0.186	0.100	-7.320	0.174	-8.651	-5.153	-7.583	0.781

Source: Primary data

A component loading of 0.7 or more is considered to be a significant loading. In factor 1, the statement, that interprets that employees will recommend to their friends to work at MGM had highest loading(0.740), followed by the statements my organization is always open to new ideas and initiatives(0.729) , prefer to stay in MGM even if job is offered elsewhere(0.719) and my organization provides excellent services to the customer(0.713), I feel proud to work at MGM (0.709)except this 5, all the other statements had the loading value of less than 0.7.

In factor 2, the statement that my supervisor always available to answer my queries had the highest loading of 0.790 followed by the statement all managers initiates to drive things forward, (0.733) managers provides timely feedback that allows to improve my performance(0.729) and supervisors are accessible and approachable (0.700). In factor 3, the statement to broaden their experience through functions and projects had the highest loading of 0.849 and followed by the statement company inspires and motivates the employee to perform best (0.763).

In factor 5 the statement, with opportunities for personal and professional growth had the highest loading of (0.755), and the statement revealing that opinion counts at work (0.750).In factor 6 the statement, which reveals that employees are given due respect and effective team work had the highest loading value of (0.883) and (0.882) .In the factor 7the statement, inadequate credit sanction as compared to the required amount had the highest loading of 0.847. In factor 7 the statement, which motivates the employee, has a leader had the highest loading of (0.828).In factor 9 the statement which infers that training is given (0.855).

The communality values are also presented in the last column of Table 9. Communality value represents the variance explained by a particular statement in all the 9 factors. The communality value for the statement employees are given due respect is the highest rank (0.888) followed by the statement employees are confidence in making a decision as second (0.854),as a leader employee give their best is ranked third(0.852) managers and supervisors initiative to drive things forward is fourth (0.833), employees views and opinions count at work found to be in fifth (0.829), employees feelings and thoughts are respected in the organization finds the sixth rank followed by employees views about the organization that they are proud is in seventh rank and employees are found to grow both professionally and personally is found to be in eighth rank. The other statements explained lesser variance than the above 8 statements.

VARIANCE EXPLAINED BY THE FACTORS

The variation explained by each factor for all the statements are given in the Table 9.

TABLE 9: VARIANCE EXPLAINED BY THE FACTORS

Factors	Initial Eigen values		
	Total	Per cent of Variance	Cumulative percentage
1	5.346	14.447	14.447
2	4.835	13.067	27.514
3	3.316	8.963	36.478
4	2.929	7.915	44.393
5	2.926	7.909	52.301
6	2.875	7.771	60.072
7	2.454	6.633	66.706
8	1.824	4.929	71.634
9	1.272	3.437	75.071

Source: Primary data

Factor 1 explained 14.447 per cent of the variation followed by factor 2 which explained 27.514per cent. All the 9 factors together explained 75.071per cent of the variation.

The statement which had a loading of 0.7 or more can also be ranked and it is given in Table 10. The first rank is given to the statement, I would recommend to my friends to work at MGM, second rank is to the statement Organization is always open to new ideas, third rank is to the statement Preference of retention of the employees in organization and fourth rank is given to Excellent customer service, The fifth rank is given to the statement which had the highest value Being proud of working in MGM in factor 2 in the same way ranks were given till eighteenth rank. Hence the employees are satisfied with the organizational welfare and found to be dissatisfied with communication factor.

TABLE 10: SUMMARY OF THE FACTORS

Factors	Variables under factors	Ranking
Factor 1	I would recommend to my friends to work at MGM	I
	Organization is always open to new ideas	II
	Preference of retention in organization	III
	Excellent customer service	IV
	Being proud of working in MGM	V
Factor 2	Supervisors are available to answer employees queries	VI
	Managers and subordinate initiative employees	VII
	Timely feedback from Managers and subordinate	VIII
Factor 3	Supervisors are accessible and approachable	IX
Factor 4	Encouragement of the employees to move for projects	X
	Company inspires and motivates employees	XI
Factor 5	Sufficient personal and professional growth	XII
	Employee opinion counts in the organization	XIII
Factor 6	Due respect is given and views are considered	XIV
	Effective team work is considered	XV
Factor 7	Employee are confidence in taking decision	XVI
	Employee can be best as leader	XVII
Factor 9	Employees are given adequate training	XVIII

Source: Primary data

EMPLOYEES PERCEPTION TOWARDS EMPLOYEE ENGAGEMENT

The employees opinion towards employee engagement were asked to rank among the nine factors, The ranks are calculated with garrett ranking technique and being tabulated below in Table 11.

TABLE 11: EMPLOYEES PERCEPTION TOWARDS EMPLOYEE ENGAGEMENT IN THE STUDY AREA

Sl.No	Attributes	Mean scores	Rank
1	Job satisfaction	71.00	I
2	Organizational behavior	56.00	II
3	Employee Motivation	55.00	III
4	Employee Welfare	52.00	IV
5	Benefits	51.00	V
6	Leadership	45.00	VI
7	Communication	44.00	VII
8	Training	42.00	VIII
9	Loyalty	44.00	IX

Source: Primary data

The table 12 reveals the major factors responsible for employee engagement. It is found that job satisfaction (71.00) is one of the key drivers for engagement where an employee feels that his needs are being fulfilled in a job then he is satisfied.

The second key factor is found to be organizational behavior where it is a human tool for human benefits. Organizational behavior helps an employee to improve relationships between peoples, subordinates, structure, technology and the external social system which enhances organizational growth.

The third factor is employee motivation where it energizes, sustains and directs the employees to achieve his goals .The consequence of motivating an employee is the process of satisfaction. A motivated employee is an effective instrument in the hands of the management to maximize efficiency.

On the fourth front, it is employee welfare found to be one of the main drivers for employee engagement. Organization employee welfare schemes create a positive attitude among the employees which results in enthusiasm and interest in work. This helps in dynamic escalation of the organization.

SUGGESTIONS

- It was inferred from the study that training is found to be not adequate for the employees. Training is an important technique for the employees to develop their conceptual skills, the human relation skill and technical skills. It helps to make employee versatile, mobile, and flexible to the organization. There are different training programmes such as Training Within Industry (TWI Training), Refresher training, Cross-functional training, Diversity Training, Team Training which not only influences employee engagement but also, helps to overcome inhibition, helps in releasing ideas, make them suitable to their job and create a strong emotional allegiance to their work and drives to organizational effectiveness.
- Communication factor was found to be one of the lagging factor in the case firm. Communication is an indispensable element in human relationship and is found to be an artery through which decisions and instruction flows from managers to subordinate in the companies. The success of the firm depends on how effectively employee understands one another. So the case firm should take necessary action in communicating all activities in the firm. Communication plays a vital role in essential parts of the organization such as guidance, motivation and leadership activities. Sound communication enables workers to express their grievances which reduce tension and industrial unrest. Effective Communication may leads to build up high morale and inspire changes which are the moving symbol of living organization.
- The main expectation of the employee is good working environment. Employee engagement is not just an issue of salary increases, it's a social and cultural issue rooted in the fabric of relationship that comprise the working environment. The case firm witnessed inadequate space and found to be inconvenient for the employees. The case firm should take necessary steps to provide the employee adequate space and environment by expanding their horizons, and develop a healthy working atmosphere which is a general state of physical, mental and emotional well being of an employee.
- In concern with the results it can be found that employees are willing to avail transport facilities from the case firm. The employees find it too difficult to come to the office in correct time. The firm can help in providing employees vehicle facilities such that it directly influences employee engagement and it relieves tension and stress for the employees coming to the firm in the peak hours.
- From the result it can be concluded that recognition and appraisal system is needed. Recognition is found to be a soul for the work. Recognition may mean monetary rewards and compensation, but it also can refer to the appreciation and direct feedback that employees receive from managers. The best performance of the employee should be recognized by giving awards such as a star performance of the month, which will motivate the employee to go up in the "organizational ladder". This recognition and appreciation demonstrates that employees are valued and that their contribution is acknowledged by the organization and inspires and motivates other employees to be more engaged and productive.
- An organization wants to retain its employees it must satisfy their innate aspirations for the growth, opportunity and development, advancement in their career and should ensure more welfare schemes. The firm should assure programmes for the employee that more growth opportunities are provided and should help the employee to maintain appropriate balance between work and the family. The firm should also look after the wellbeing of the employee and his family.

CONCLUSION

Employees Perception towards employee engagement was analyzed and ranked. According to the employees Job satisfaction, benefits, leadership, employee motivation were found to be the key drivers. The key drivers responsible for employee engagement were found to be job satisfaction, organizational behavior, motivation and employee welfare. Employee's expectation from the firm were also identified and ranked with the mean score. Better working environment, improved facilities like cafeteria, recreation room, and indoor games, followed by compensation and benefits are the major needs of the employees.

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