

A STUDY OF HOW EMPLOYEE ENGAGEMENT AFFECTS EMPLOYEE PERFORMANCE AND SATISFACTION AT BAJAJ ALLIANZ PVT. LTD

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CHAPTER-1

INTRODUCTION

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Human resource management (HRM) is the strategic approach to the effective management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives. Human resource management is primarily concerned with the management of people within organizations, focusing on policies and systems. HR departments are responsible for overseeing employee-benefits design employee recruitment, training and development, performance appraisal, and reward management, such as managing pay and benefit systems. HR also concerns itself with organizational change and industrial relations, or the balancing of organizational practices with requirements arising from collective bargaining and governmental laws.

The overall purpose of human resources (HR) is to ensure that the organization is able to achieve success through people. HR professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialize in finding, recruiting, training, and developing employees, as well as maintaining employee relations or benefits. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance

evaluations, and reward programs. Employee relations deal with the concerns of employees when policies are broken, such as cases involving harassment or discrimination. Managing employee benefits includes developing compensation structures, parental leave programs, discounts, and other benefits for employees. On the other side of the field are HR generalists or business partners. These HR professionals could work in all areas or be labour relations representatives working with unionized employees.

HR is a product of the human relations movement of the early 20th Century, when researchers began documenting ways of creating business value through the strategic management of the workforce. It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labour relations, and diversity and inclusion. In the current global work environment, most companies focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce.

Human Resource Management (HRM) is the term used to describe formal systems devised for the management of people within an organization. The responsibilities of a human resource manager fall into three major areas: staffing, employee compensation and benefits, and defining/designing work. Essentially, the purpose of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees. This mandate is unlikely to change in any fundamental way, despite the ever-increasing pace of change in the business world. As Edward L. Gubman observed in the *Journal of Business Strategy*, "the basic mission of human resources will always be to acquire, develop, and retain talent; align the workforce with the business; and be an excellent contributor to the business. Those three challenges will never change."

Until fairly recently, an organization's human resources department was often consigned to lower rungs of the corporate hierarchy, despite the fact that its mandate is to replenish and nourish what is often cited-; legitimately-; as an organization's greatest resource, its work force. But in recent years recognition of the importance of human resources management to a company's overall health has grown dramatically. This recognition of the importance of HRM extends to small businesses, for while they do not generally have the same volume of human resources requirements as do larger organizations, they too face personnel management issues that can have a decisive impact on business health. As Irving Burstiner commented in *The Small Business Handbook*, "Hiring the right people-; and training them well-; can often mean the difference between scratching out the barest of livelihoods and steady business growth". Personnel problems do not discriminate between small and big business. You find them in all businesses, regardless of size." Business consultants note that modern human resource management is guided by several overriding principles. A third guiding principle,

similar in scope, holds that it is the HR's responsibility to find, secure, guide, and develop employees whose talents and desires are compatible with the operating needs and future goals of the company.

Human resource department responsibilities can be subdivided into three areas: individual, organizational, and career. Individual management entails helping employees identify their strengths and weaknesses; correct their shortcomings; and make their best contribution to the enterprise. These duties are carried out through a variety of activities such as performance reviews, training, and testing. Organizational development, meanwhile, focuses on fostering a successful system that maximizes human (and other) resources as part of larger business strategies. This important duty also includes the creation and maintenance of a change program, which allows the organization to respond to evolving outside and internal influences. Finally, there is the responsibility of managing career development. This entails matching individuals with the most suitable jobs and career paths within the organization.

INTRODUCTION- EMPLOYEE ENGAGEMENT

Employee engagement called worker engagement is a business management concept. An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests.

According to Scarlett Surveys, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn and perform at work".

Thus, engagement is distinctively different from employee satisfaction, motivation and organizational culture. Engagement at work was conceptualized by Kahn, (1990) as the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

The second related construct to engagement in organizational behaviour is the notion of flow advanced by Csikszentmihalyi (1975, 1990). Csikszentmihalyi (1975) defines flow as the 'holistic sensation' that, people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and environment. When individuals are in Flow State little conscious control is necessary for their actions.

Employee engagement is the thus the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business Context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop

and nurture engagement, which requires a two-way relationship between employer and employee.’ Thus, Employee engagement is a barometer that determines the association of a person with the organization.

Engagement is most closely associated with the existing construction of job involvement (Brown 1996) and flow (Csikszentmihalyi, 1990). Job involvement is defined as ‘the degree to which the job situation is central to the person and his or her identity (Lawler & Hall, 1970). Kanungo (1982) maintained that job involvement is a ‘Cognitive or belief state of psychological identification. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus, job involvement results form a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one’s self-image. Engagement differs from job in as it is concerned more with how the individual employees his/her self during the performance of his / her job. Furthermore, engagement entails the active use of emotions.

HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the about work experience and how he or she is treated in the organization. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company. There will always be people who never give their best efforts no matter how hard HR and line managers try to engage them. “But for the most part employees want to commit to companies because doing so satisfies a powerful and a basic need in connect with and contribute to something significant”.

Aspects of Employee Engagement

Three basic aspects of employee engagement according to the global studies are: -

- The employees and their own unique psychological makeup and experience
- The employers and their ability to create the conditions that promote employee engagement
- Interaction between employees at all levels.
- Thus, it is largely the organization’s responsibility to create an environment and culture conducive to this partnership, and a win-win equation.

Categories of Employee Engagement

According to the Gallup the Consulting organization there are there are different types of people: -

Engaged- "Engaged" employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward.

Not Engaged- Not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their co-workers.

Actively Disengaged- The "actively disengaged" employees are the "cave dwellers." They're "Consistently against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged co-workers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning.

Factors Leading to Employee Engagement

Studies have shown that there are some critical factors which lead to Employee engagement. Some of them identified –

Career Development- Opportunities for Personal Development

Organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential. When companies plan for the career paths of their employees and invest in them in this way their people invest in them.

Career Development – Effective Management of Talent

Career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development.

Leadership – Respectful Treatment of Employees

Successful organizations show respect for each employee's qualities and contribution – regardless of their job level.

Leadership – Company's Standards of Ethical Behaviours

A company's ethical standards also lead to engagement of an individual

Empowerment

Employees want to be involved in decisions that affect their work. The leaders of high engagement workplaces create a trustful and challenging environment, in which employees are encouraged to dissent from the prevailing orthodoxy and to input and innovate to move the organization forward.

Image

How much employees are prepared to endorse the products and services which their company provides its customers depends largely on their perceptions of the quality of those goods and services. High levels of employee engagement are inextricably linked with high levels of customer engagement.

Other factors**Equal Opportunities and Fair Treatment**

The employee engagement levels would be high if their bosses (superiors) provide equal opportunities for growth and advancement to all the employees.

Performance appraisal

Fair evaluation of an employee's performance is an important criterion for determining the level of employee engagement. The company which follows an appropriate performance appraisal technique (which is transparent and not biased) will have high levels of employee engagement.

Pay and Benefits

The company should have a proper pay system so that the employees are motivated to work in the organization. In order to boost his engagement levels, the employees should also be provided with certain benefits and compensations.

Health and Safety

Research indicates that the engagement levels are low if the employee does not feel secure while working. Therefore, every organization should adopt appropriate methods and systems for the health and safety of their employees.

Job Satisfaction

Only a satisfied employee can become an engaged employee. Therefore, it is very essential for an organization to see to it that the job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job.

Communication

The company should follow the open-door policy. There should be both upward and downward communication with the use of appropriate communication channels in the organization. If the employee is given a say in the decision making and has the right to be heard by his boss than the engagement levels are likely to be high.

Family Friendliness

A person's family life influences his work life. When an employee realizes that the organization is considering his family's benefits also, he will have an emotional attachment with the organization which leads to engagement.

Co-operation

If the entire organization works together by helping each other i.e., all the employees as well as the supervisor's co-ordinate well than the employees has been engaged.

Importance of Employee Engagement

An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. Some of the advantages of Engaged employees are 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. They will normally perform better and are more motivated. There is a significant link between employee engagement and profitability. They form an emotional connection with the company. This impacts their attitude towards the company's clients, and thereby improves customer satisfaction and service levels. It builds passion, commitment and alignment with the organization's strategies and goals Increases employees' trust in the organization. Creates a sense of loyalty in a competitive environment

THE 10 C'S OF EMPLOYEE ENGAGEMENT

How can leaders engage employees' heads, hearts, and hands? the literature offers several avenues for action; we summarize these as ten c's of employee engagement, which are supposed to be essential for employee engagement.

CONNECT:

Leaders must show that they value employees. employee engagement is a direct reflection of how employees feel about their relationship with the boss. employees look at whether organization and their leader walk the talk when they proclaim that,” our employees are most valuable asset.”

CAREER: Leader should provide challenging and meaningful work with opportunities for career advancement. Most of the people want to do new thing in their job. Good leader challenge employee; but at the same time, they must instil the confidence that the challenge can be made.

CLARITY: Leader must communicate a clear vision. people want to understand the vision that senior leadership has for the organization, and the goals that leaders or department heads have for the division, unit, or team. success in life and organizations, to a great extent, determined by how clear individuals are about their goals and what they really want to achieve.

CONVEY: Leaders clarify their expectations about employees and provide feedback on their functioning in the organization. Good leaders establish processes and procedures that help people master important tasks and facilitate goal achievement.

CONGRATULATE: Survey show that, over and over, employees feel that they receive immediate feedback when their performance is poor, or below expectations. these same employees also report that praise and recognition for strong performance is much less common. exceptional leaders give recognition, they do so a lot; they coach and convey.

CONTRIBUTE: People want to know that their input matters and that they are contributing to the organization’s success in a meaningful way. in sum, good leaders help people see and feel how they are contributing to the organization’s success and future.

CONTROL: Employees value control over the flow and pace of their jobs and leaders can create opportunities for employees to exercise this control. a feeling of “being in on thing” and of being given opportunities to participate in decision making often reduces stress; it also creates trust and culture where people want to take ownership of problem and their solution.

COLLABORATE: Studies show that, when employees work in teams and have the trust and cooperation of their team members, they outperform individuals and teams which lack good relationships. great leader are team builders; they create an environment that fosters trust and collaboration. surveys indicate that being cared about by colleagues is a strong predictor of employee engagement. thus, a continuous challenge for leaders is

to rally individuals to collaborate on organizational, departmental, and group goals, while excluding individuals pursuing their self-interest.

CREDIBILITY: Leaders should strive to maintain a company's reputation and demonstrate high ethical standards. People want to be proud of their jobs, their performance, and their organization.

CONFIDENCE: Good leaders help create confidence in a company by being exemplars of high ethical and performance standards. Leaders should actively try to identify the level of engagement in their organization.

CHAPTER-2

COMPANY PROFILE

Caringly yours



Bajaj Allianz Life Insurance is a joint venture between Bajaj FinServ Limited (formerly part of Bajaj Auto Limited) owned by the Bajaj Group of India and Allianz SE, a European financial services company. Being one of the private insurance companies in India, it offers insurance products for financial planning and security.

It is led by Tappan Singhal who is the Managing director and CEO of the company.

Bajaj Allianz Life Insurance began operations on 12 March 2001 and today has a pan-India presence of more than 759 branches. It is headquartered in Pune, India. Bajaj Allianz Life Insurance received the Insurance Regulatory and Development Authority (IRDA) certificate of Registration on 3 August 2001 to conduct Life Insurance business in India.

Bajaj Allianz received the Insurance Regulatory and Development Authority (IRDA) certificate of Registration on 2nd May, 2001 to conduct various businesses (including Health Insurance business) in India. The Company has an authorized and paid-up capital of Rs 110 crores. Bajaj FinServ Limited holds 74% and the remaining 26% is held by Allianz, SE.

As on 31st March 2017, Bajaj Allianz continues to be one of the most financially robust insurers in the industry by maintaining its growth as well as profitability. The company has made a profit before tax of Rs. 1,078 crore and emerged as the most profitable insurer recording a profit after tax of Rs. 728 crores. The company reported a GWP of Rs. 7,687 crores, which has grown by 30.3% compared to the last fiscal year. Bajaj Allianz life insurance offers a range of insurance services, operating through participating, Nonparticipating and linked segments. Bajaj FinServ a part of Bajaj Auto, has established itself as a financial power house with interests in insurance, lending, asset management and wealth management. The company through its joint ventures and subsidiaries employs over 20,000 employees and has established a nationwide presence across over 1400 locations in the country servicing the protection, lending and investment needs of over 10 million customers.

The company is currently engaged in life insurance; general insurance and consumer finance businesses and has plans to expand its business by offering a wide array of financial products and services in India. Apart from financial services, BFS is also active in wind–energy generation.

The financial services and wind energy businesses were transferred to Bajaj FinServ Limited (BFS) as part of the recently concluded demerger of Bajaj Auto Limited, approved by the High Court of Judicature at Bombay by its order dated December 18, 2007. The demerger is effective from the Appointed Date i.e., closing hours of business on March 31, 2007.

BFS is engaged in life and general insurance businesses through its joint ventures with Allianz SE namely Bajaj Allianz Life Insurance Company Limited and Bajaj Allianz General Insurance Limited. Both these companies have established themselves as industry leaders by being number two among the private players in their respective businesses.

In 2010 Bajaj FinServ announces new brand identity and new businesses.

In 2012 the company launched 0% interest Lifestyle Finance

- Flex saver launches another innovative product for Small and Medium Enterprise customers
- Bajaj FinServ Lending launches online personal loan service
- Tie up with CPP India for card protection services
- Bajaj FinServ Ltd created the first EMI (Existing Member Identification) card and created Flex saver. '

Business:

Bajaj Finance: The company offers loans for Bajaj Auto Two Wheelers under the name of Bajaj Auto Finance. The company offers Consumer Durable Loans, Personal Loans, Loan Against Property, Small Business Loans, Construction Equipment Loans, Loan Against Securities and Insurance Services under the name of Bajaj FinServ Lending. **Bajaj Allianz Life Insurance:** It is a union between Allianz SE, one of the largest Insurance Company and Bajaj FinServ. Allianz SE is a leading insurance conglomerate globally and one of the largest asset managers in the world, managing assets worth over a Trillion (Over Rs 55, 00,000 crore). Allianz SE has over 119 years of financial experience and is present in over 70 countries around the world. **Bajaj Allianz General Insurance:** It is a joint venture between Bajaj FinServ Limited (recently demerged from Bajaj Auto Limited) and Allianz SE. Both enjoy a reputation of expertise, stability and strength.

Bajaj Allianz General Insurance received the Insurance Regulatory and Development Authority (IRDA) certificate of Registration on 2nd May, 2001 to conduct General Insurance business (including Health

Insurance business) in India. The Company has an authorized and paid-up capital of Rs 110 crores. Bajaj FinServ Limited holds 74% and the remaining 26% is held by Allianz, SE.

As on 31st March 2010, Bajaj Allianz General Insurance maintained its premier position in the industry by achieving growth as well as profitability. Bajaj Allianz has made a profit before tax of Rs 180 crore and has become the only private insurer to cross the Rs 100 crore mark in profit before tax in the last four years. The profit after tax was Rs 121 crore, 27% higher than the previous year.

Bajaj Auto: The group's flagship company, Bajaj Auto, is ranked as the world's fourth largest two- and three-wheeler manufacturer and the Bajaj brand is well-known across several countries in Latin America, Africa, Middle East, South and South East Asia.

Bajaj Holdings & Investment Limited [(BHIL) – erstwhile Bajaj Auto Limited] was de-merged as per Order dated 18 December 2007 of the Bombay High Court, whereby its manufacturing undertaking has been transferred to the new Bajaj Auto Limited (BAL) and its strategic business undertaking consisting of wind farm business and financial services business has been vested with Bajaj FinServ Limited (BFS). All the businesses and all properties, assets, investments and liabilities of erstwhile Bajaj auto Ltd, other than the manufacturing undertaking and the strategic business undertaking, now remain with BHIL. (For details of the scheme refer Demerger News)

Vision

- To be the first-choice insurer for customers
- To be the preferred employer for staff in the insurance industry
- To be the number one insurer for creating shareholder value

Mission

As a responsible, customer focused market leader, we will strive to understand the insurance needs of the consumers and translate it into affordable products that deliver value for money.

A Partnership Based on Synergy. Bajaj Allianz offers technical excellence in all areas of General and Health Insurance, as well as Risk Management. This partnership successfully combines Bajaj FinServ's in-depth understanding of the local market and extensive distribution network with the global experience and technical expertise of the Allianz Group. As a registered Indian Insurance Company and a capital base of Rs. 110 crores, the company is fully licensed to underwrite all lines of insurance business including health insurance.

Our Achievements

We owe our success to the faith you have showed in us. For the 13th consecutive year, Bajaj Allianz General Insurance has received IAAA rating from ICRA, indicating the highest claims paying ability and a fundamentally strong position in the industry. The first accreditation was received in 2005-06 and the company has maintained this rating since then.

To enhance the quality of your user experience and to make it as seamless as possible, the Company has embraced digitalization as a primary enabler and has been working continuously on automation and digitization of its service offerings. Our world class systems and processes offer real time solutions to both, our customers and partners via mobile applications and dedicated portals. The industry first initiatives by the company like cashless claim settlements, in-house health management team (HAT) and image-based policy as well as claim processing, digital offices and mobile applications such as Eezee Tab and Insurance Wallet have set a benchmark in the industry. We are the first insurance company in the country to lay the foundation for usage-based insurance through its telemetric offering, Drive Smart. Our latest innovation, Cyber Insurance, protects individuals from fast emerging threats in the digital domain. This is the first product of its kind to have been launched in the Indian market.

The organization received the prominent Domestic General Insurer of the Year – India at Insurance Asia Awards 2019; General Insurance Company of the Year at 4th Annual Insurance Summit & Awards 2019; Digital Insurer Award twice at the prestigious Asia Insurance Industry Awards 2017 & 2018. The company was also recognized as The Iconic Brand of India 2018 by The Economic Times and received the prestigious National Award for Excellence in Cost Management from the premier cost and management accounting body, Institute of Cost Accountants of India (ICAI). The company was also honoured as India's Leading Private General Insurance Company by Dun & Bradstreet and won the prestigious Money Today Awards for the Best Motor Insurance Provider of the Year.

Our employees are the driving force that translate our brand vision into reality. They create the reason why our customers continue to choose Bajaj Allianz as their preferred insurance provider. To provide an inclusive, growth-oriented working environment, Bajaj Allianz has benchmarked the best human capital management practices from across the industry and integrated them into our operations. This simulates our employees to develop innovative products that deliver value and exceed your expectations. Our high-performance culture that rewards merit and innovation has led to our employees evolving into customer advocates that put your needs at the centre of all that they do. We are proud of the engagement this approach has helped build, both with our customers as well as employees! The accolades have continued to flow! Bajaj Allianz General Insurance was recognized as the Aon Best Employers twice in 2018 and in 2016 highlighting the company's

excellence in promoting a transparent culture and healthy work environment along with designing employee friendly policies. The organization was also honoured among the Top 15 Great Workplaces to Work in BFSI in India 2018 by the esteemed Great Place to Work Institute.

CHAPTER-3

RESEARCH STUDY

PROBLEM DEFINITION

Bajaj Allianz is a well-known, established Insurance Company. Having a history of about 17 years Bajaj Allianz is carrying a great company is awarded and “Best Employer choice to Work”.

As it is said People make or break organizations, a study has been done at Bajaj Allianz to know the Employee Engagement practices at such an organization. In this study emphasis has been given to know the Employees’ Opinion, who are working with Bajaj Allianz, and to know how far the Employee Engagement practices at Bajaj Allianz have been effective.

OBJECTIVES OF THE STUDY

- To analyse the Employees’ Engagement practices in Bajaj Allianz.
- To find out the satisfaction levels of the employees with the current system.
- To evaluate the effectiveness of the Employees’ Engagement.
- To determine the problems and solutions provided by Bajaj Allianz during the gap between different departments by creating an alignment through fun activities.
- To find the Employees’ Engagement status in Bajaj Allianz and the improvements required for improving the already implemented policies.

HYPOTHESIS

A hypothesis in a scientific context, is a testable statement about the relationship between two or more variables or a proposed explanation for some observed phenomenon. In a scientific experiment or study, the hypothesis is a brief summation of the researcher's prediction of the study's findings, which may be supported or not by the outcome. Hypothesis testing is the core of the scientific method.

- Hypothesis 1 (Ho): There is no significant relationship between employee engagement and employee performance and satisfaction.
- Alternate hypothesis 1 (H1): There is a significant relationship between employee engagement and employee performance and satisfaction.

SCOPE OF THE STUDY

- This project gives the ample scope to know about various aspects of HR especially regarding Employees' Engagement.
- The scope of the project is applicable to all the employees working in the organization at the middle management level.
- This project allows the researchers to learn the various aspects, tools and policies which can be applied for making the employee more engaged with the organization.

CHAPTER-4

RESEARCH METHODOLOGY

Research methodology is a way to systematically show the research problem. It may be understood as a science of studying how research is done scientifically. It is necessary for the researcher to know not only the research methods but also the methodology.

This Section includes the methodology which includes. The research design, objectives of study, scope of study along with research methodology and limitations of study etc.

- SAMPLING: -

Sampling refers to the method of selecting a sample from a given universe with a view to draw conclusions about that universe. A sample is a representative of the universe selected for study.

SAMPLE SIZE: -

Large sample gives reliable result than small sample. However, it is not feasible to target entire population or even a substantial portion to achieve a reliable result. Sample size is the number of items to be selected from population to constitute the sample for the research.

- The study has been conducted at Bajaj Allianz, Noida with a sample size of 50 Employees of Bajaj Allianz.

SAMPLING TECHNIQUE: -

Stratified random sampling technique is used in the survey conducted.

Stratified Random Sampling is a method of sampling from a population which can be partitioned into subpopulations. In statistics surveys, when subpopulations within an overall population vary, it could be advantageous to sample each subpopulation independently.

TOOLS OF ANALYSIS: -

Data has been presented with the help of bar graph, pie charts, line graphs etc.

PLAN OF ANALYSIS: -

Tables were used for the analysis of the collected data. The data is also neatly presented with the help of statistical tools such as graphs and pie charts. Percentages and averages have also been used to represent data clearly and effectively.

DATA COLLECTION

Basically, the data can be classified into two categories i.e.,

A. Primary Data

B. Secondary Data

PRIMARY DATA-

- Primary Data is collected by the questionnaire based on market survey.
- Primary data gives latest information and offers much greater accuracy and reliability.
- There are various sources for obtaining primary data i.e., survey, personal interview, field survey, panel research and observation approach etc.

The primary data are those which are collective a fresh and for the first time, these data are of the original character. These can be collected by

- a) Questionnaire.
- b) Interview.
- c) Observation.
- d) Schedules.

A) QUESTIONNAIRE

This method of data collection is most popular and particularly useful in case of big universe. In this method questionnaire is send to the concerned person through mail, with respect to answer and return. It consists of definite number of questions printed in specific order.

The inherited merits of the system are comparatively lower cost and freedom from interviewer's bias.

B) SCHEDULE METHOD

This method of data collection is very similar to questionnaire, with little difference which lies in the fact that schedule (Performa containing set of questions) is filled by researcher, through this method the drawbacks of the questionnaire in form of non-awareness etc. were removed. This method has a benefit of cross examination to find out the truth.

C) INTERVIEW METHOD

The interview method of collecting data involves presentation of oral, verbal, stimuli; and reply in terms of oral, verbal responses. This is done personally by the researcher for conducting intensive study. In this structured and non-structured interview were are conducted as per needs and desires of the situation.

Types of interviews:

- **Personal interview –**

In the personal interview process the interviewer needs to put pre-planned questions and has to record responses obtained. This interview technique is done at personal level (face-to-face) and is expensive. An example of personal interview is the one taken in case of recruiting or hiring personnel in various companies.

- **Telephone interview –**

The telephonic interview is done when less information is needed. It is conducted in place of personal interview. It is an economic method. It is suitable to use telephone interview, when there is a need to know about the telecast of information shortly after release in radio or television mediums.

- **Mail Interview –**

In mail interview structured questionnaire is sent through a mail with set of instructions attached to it, where the respondents are free to fill it as per their comfort and free time. this interview is more flexible than any other kind of interview. Here, the structuring, pre-testing and compiling of questionnaire of such interviews has to be done with more care as compared of the personal interview.

- **Panel Interview –**

As the name suggests, a panel job interview is where a candidate is interviewed by a group of interviewers. In most cases, they have been on their own with the panel, particularly if it's for a senior position, but in other scenarios there could be several candidates and interviewers all in the room at once.

D) OBSERVATION METHOD

Another technique for gathering primary data is observation. When the researcher records information about a person, organization, or situation, without making any personal contact, it is known as “observation method”. In this the researcher or the field executive observes the activity of the concerned person or organization, to draw a pattern of behaviour or response to a particular incident. Sometimes, an artificial environment is created to collect the actual responses of the participants.

SECONDARY DATA-

Secondary data are those which have already been collected by someone else, and which have already been passes through statistical processes. Those data are collectedly printed reports, journals, personnel reports, organizational data's, letters, diaries, bibliography, autobiography, newspapers, internet, articles etc.

- Textbooks
- Journals
- Newspapers
- Internet/websites

Primary data sources which were used are as follows:

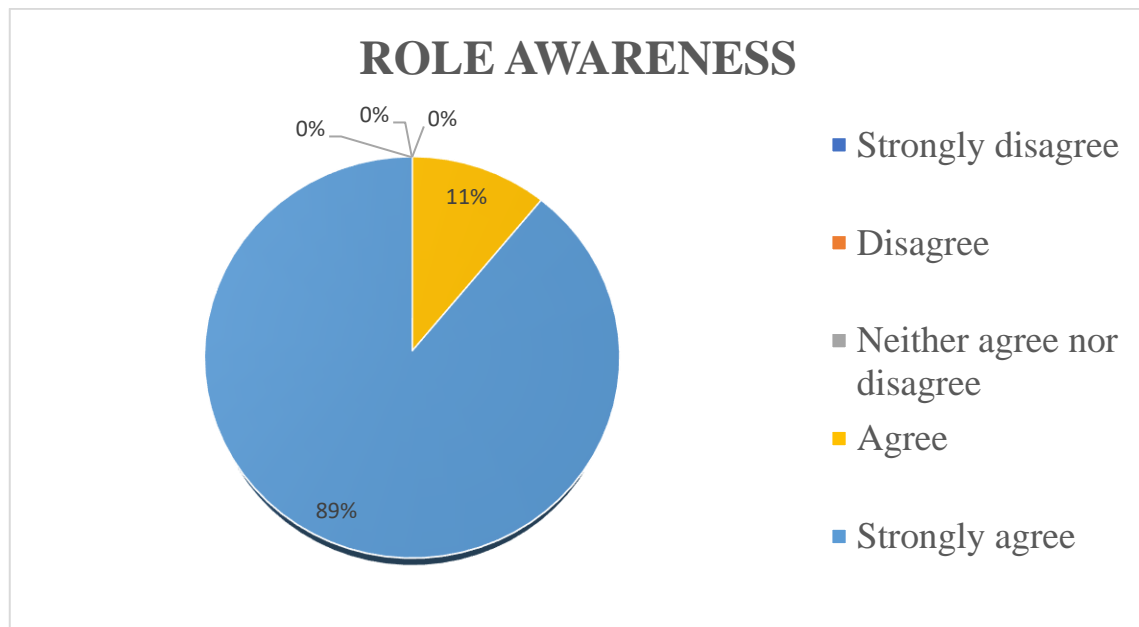
- Questionnaire method
- Personal interview technique.

CHAPTER-5

DATA ANALYSIS & INTERPRETATION

1) Are you clearly aware of your role in this organization?

Aware	Percentage
Strongly Disagree	0%
Disagree	0%
Neither Agree nor Disagree	0%
Agree	11%
Strongly Agree	89%
Total	100%

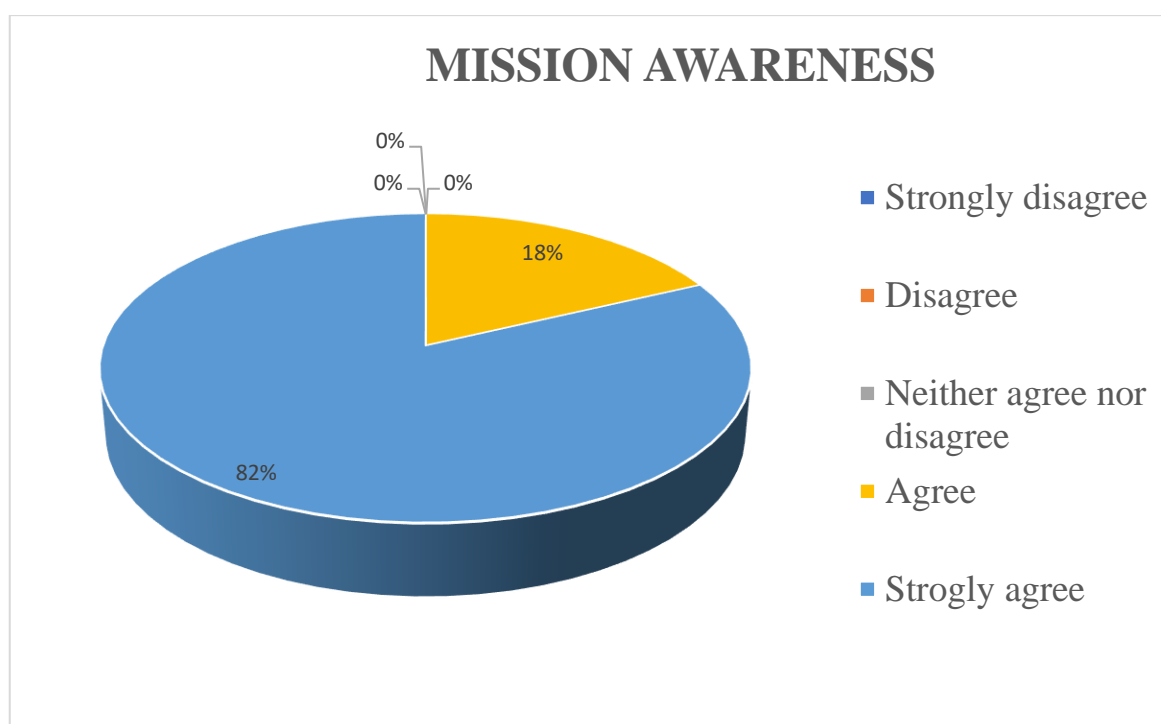


INTERPRETATION

100% of employees are aware of their role in BAJAJ ALLIANZ. It means every employee of BAJAJ ALLIANZ is aware about their job and what they have to do actually.

2) Does the mission/purpose of your company make you feel that your job is important?

Aware	Percentage
Strongly Disagree	0%
Disagree	0%
Neither Agree nor Disagree	0%
Agree	18%
Strongly Agree	82%
Total	100%

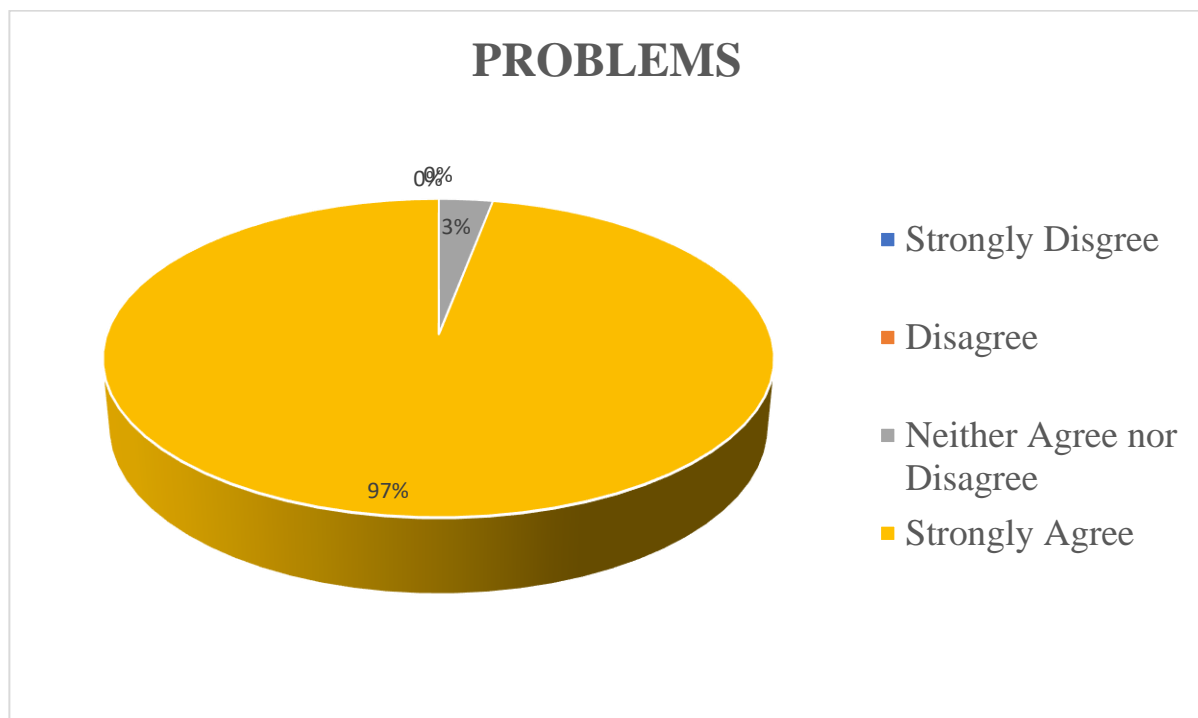


INTERPRETATION

100% of employees feel that according to mission and purpose of the company, their job is important for the company as well as for themselves.

3) Do you feel the organization's problem as your own?

Feel	Percentage
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	3
Strongly Agree	97

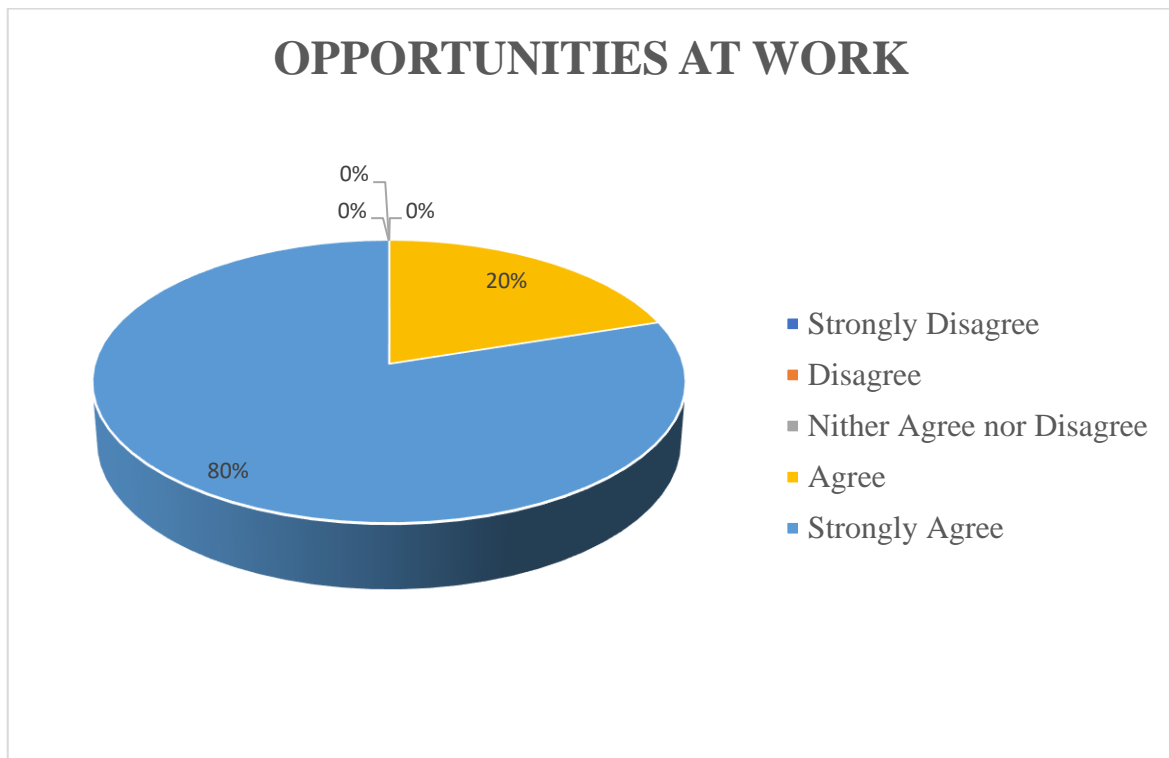


INTERPRETATION: -

100% of employees feel that organization's problem as their own. This shows that every employee of this organization is fully dedicated and loyal to the company.

4) Do you have opportunities at work to learn and grow?

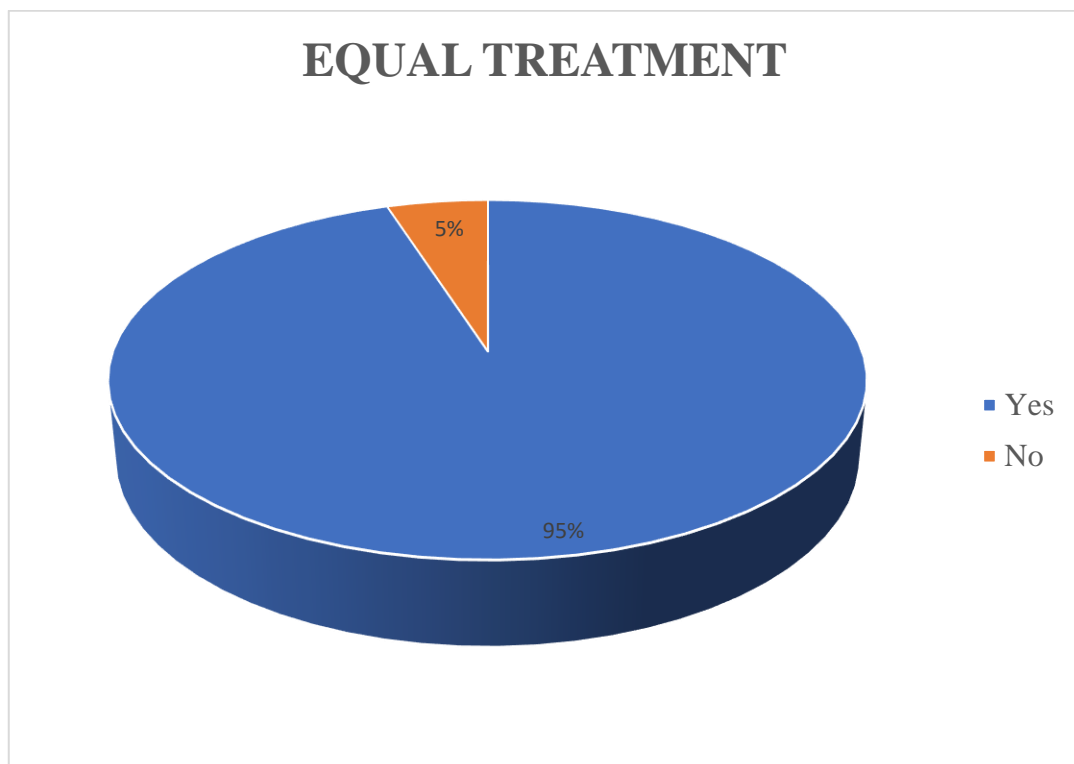
Work	Percentage
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	20
Strongly Agree	80



INTERPRETATION: - 100% of employees think that they have opportunities at work to learn and grow. It means company help their employees to learn and grow in future for self-development.

5) Do you feel company treat equally to all employees?

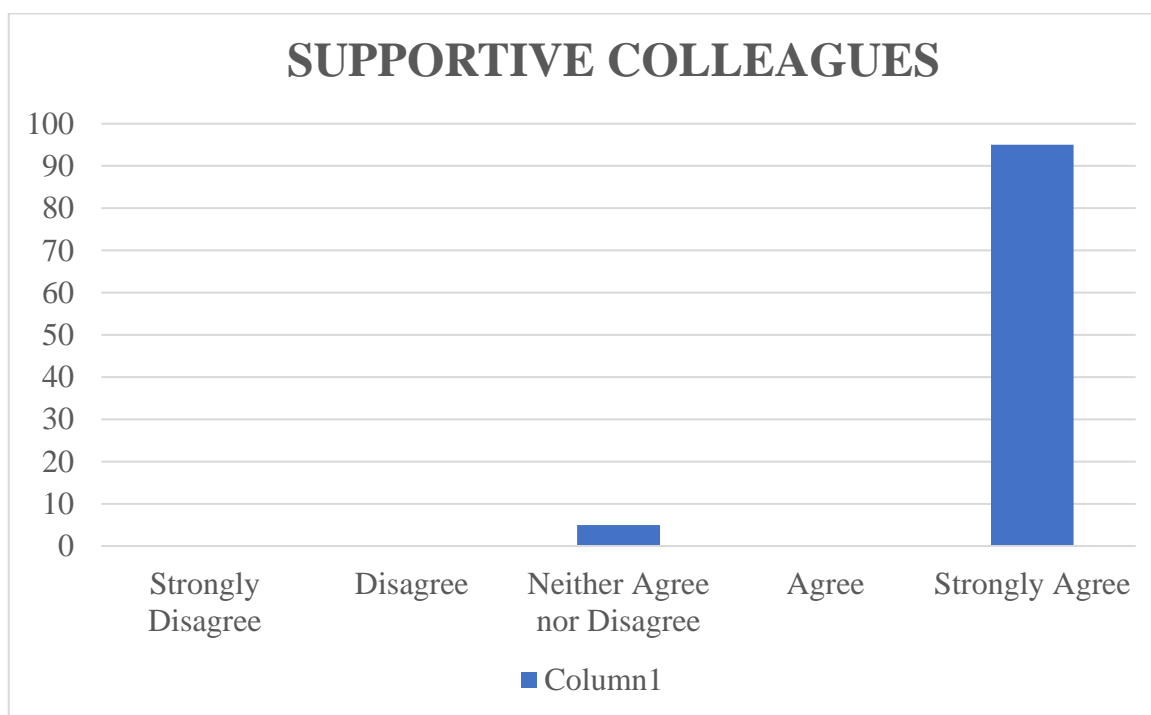
Feel	Percentage
Yes	95%
No	5%



INTERPRERATION: - 70% of employees feel that company treat equally to all employees. Whereas = 20% of employees feel that company do biasness among skilled and non-skilled employees. And treat good to those employees who are concern with union.

6) Do you feel that your colleagues are supportive?

Feel	Percentage
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	5
Agree	0
Strongly Agree	95

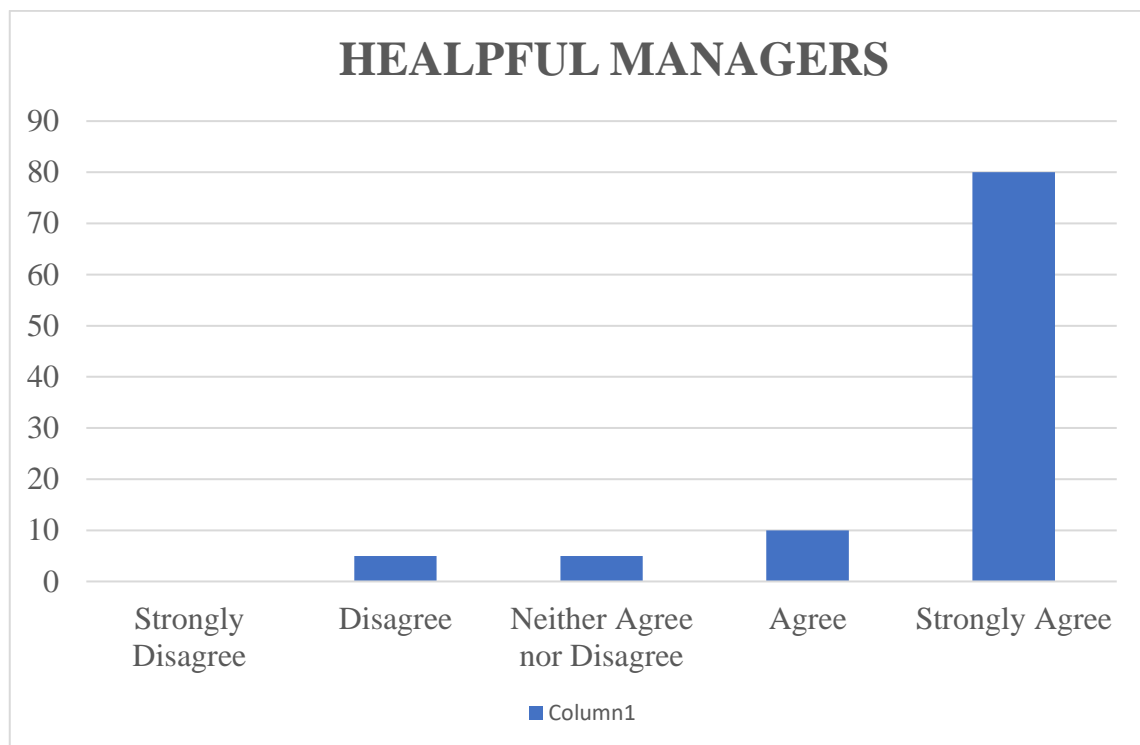


INTERPRETATION: -

95% of employees feel that their colleagues are supportive and 5% are neither agree nor disagree.

7) Do you feel that your managers are helpful?

Feel	Percentage
Strongly Disagree	0
Disagree	5
Neither Agree nor Disagree	5
Agree	10
Strongly Agree	80

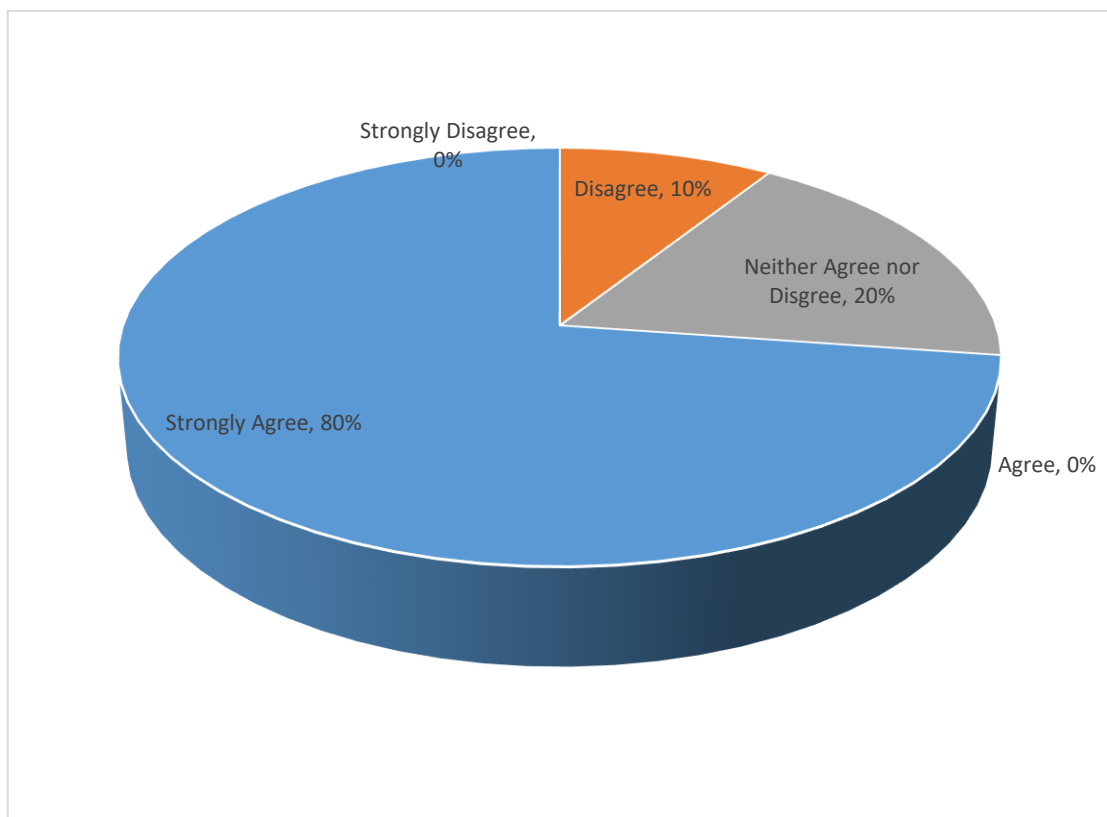


INTERPRETATION: - 80% of employees feel that managers are helpful and 10% of employees feel that managers are not helpful. It means maximum employees have healthy relationship with managers.

8) Do you feel that your supervisors guide when you needed?

Feel	Percentage
Strongly Disagree	0
Disagree	10
Neither Agree nor Disagree	20
Agree	0
Strongly Agree	80

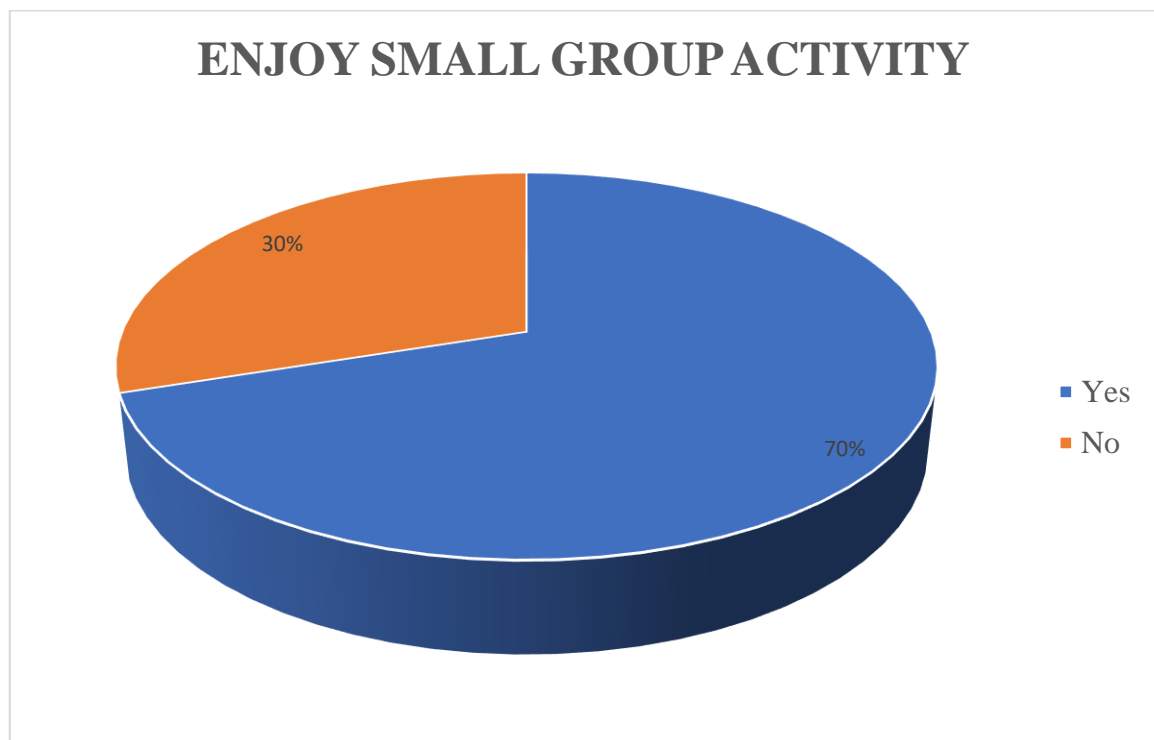
SUPERVISOR'S GUIDANCE



INTERPRETATION: 80% of employees feel that their supervisors or superiors guide them when they needed. And 10% of employees feel that they are not good guide. They can work with their own mind. They don't need any help from supervisors and superiors.

9) DO you enjoy small group activities (SGA) carried out in the organisation?

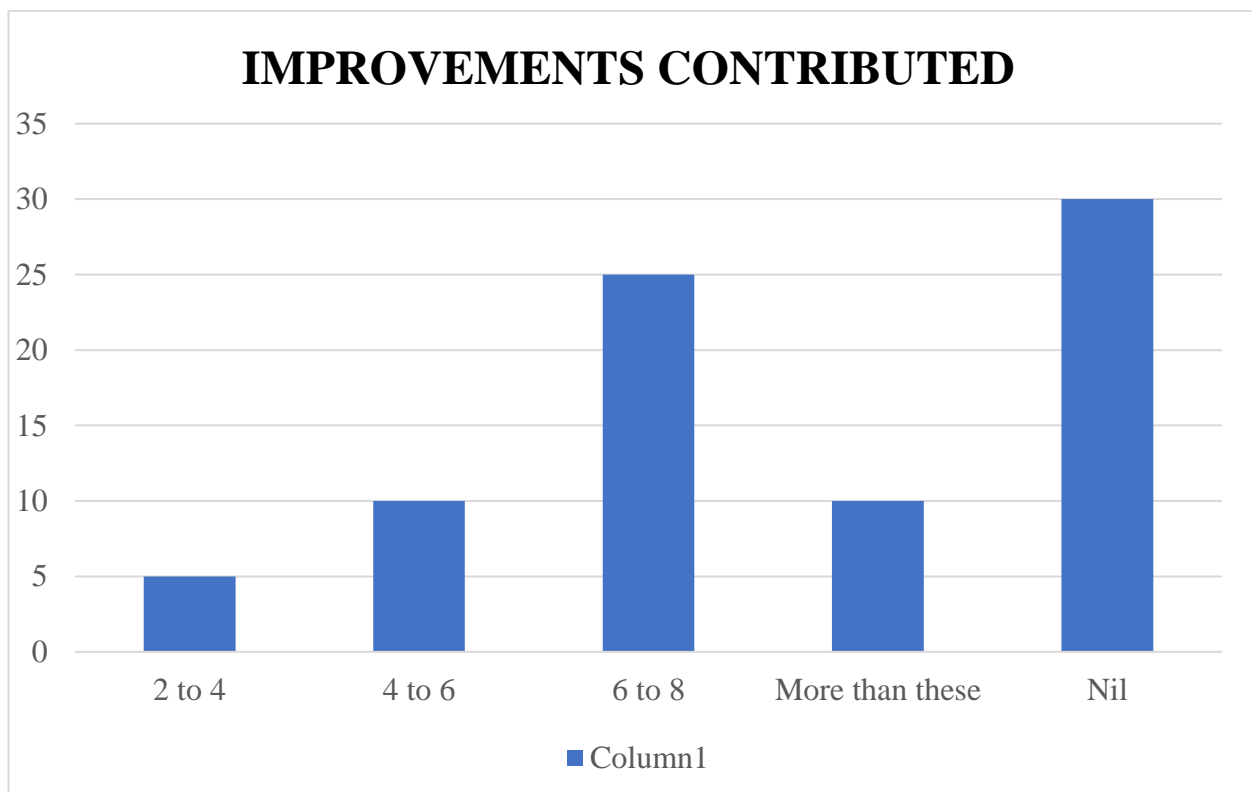
Feel	Percentage
Yes	70%
No	30%



INTERPRETATION: - About 70% of employees enjoy Small Group Activity (SGA) whereas 30% are disagree to it. It means 30% of employees do not enjoy or take part in small group activity carried out in the organization.

10) How many improvements in Bajaj Allianz are contributed by you yearly?

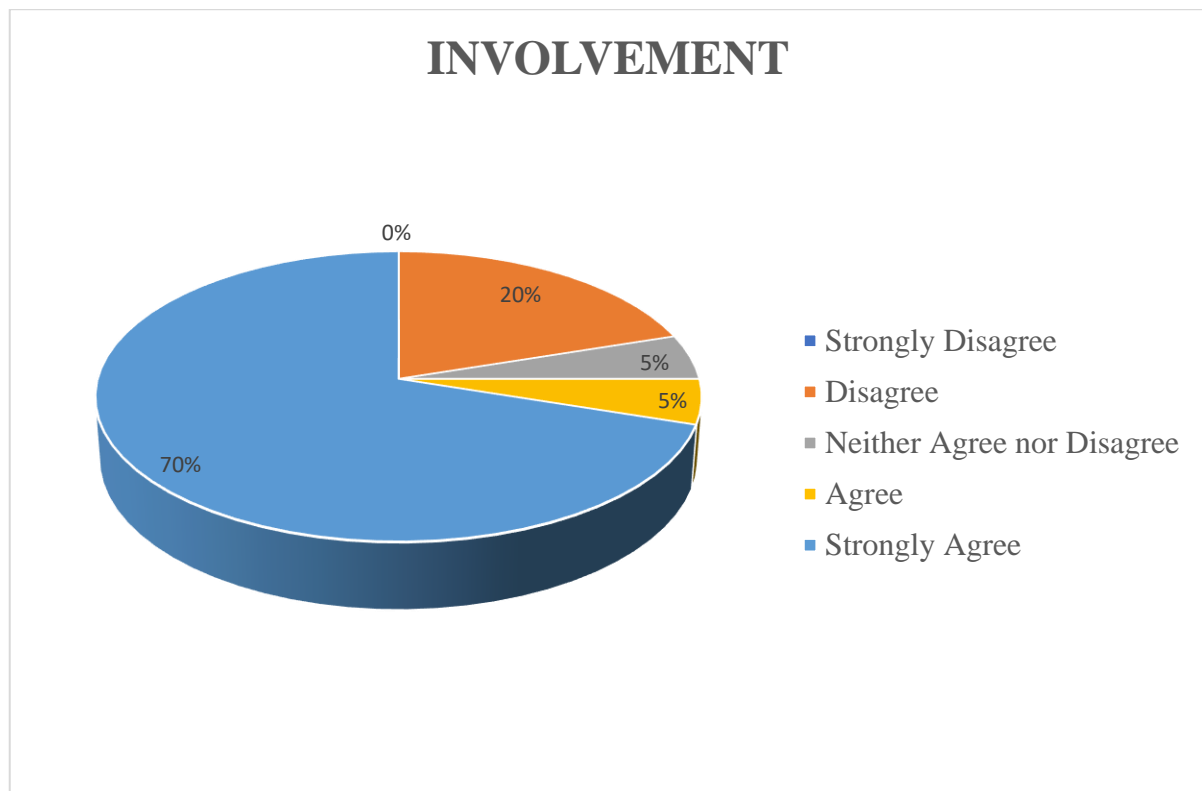
Feel	Percentage
2-4	5%
4-6	10%
6-8	25%
More than 8	10%
Nil	30%



INTERPRETATION: - 5% of employees give 2-4 suggestions yearly. 20% gives 4-6, 25% gives 6-8, 20% gives more than 8 suggestions, and 30% gives no idea. It means 70% of employees are of creative mind and rest 30% are busy in their job not any extra activity.

11) Do you think Bajaj Allianz supports employee engagement activities?

Feel	Percentage
Strongly Disagree	0
Disagree	20
Neither Agree nor Disagree	5
Agree	5
Strongly Agree	70

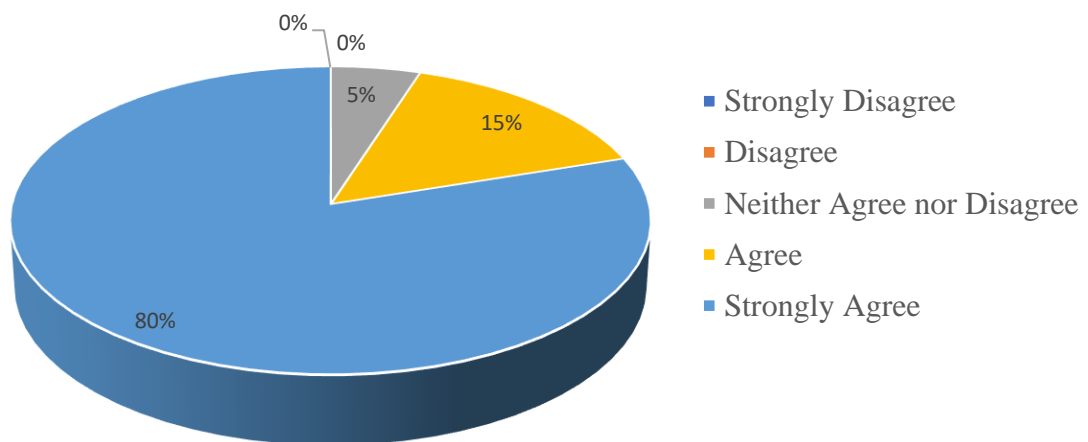


INTERPRETATION: About 15% of employees don't think that the company is a part of involvement. And 65% think it is the part of involvement. It means 80% of employees give importance to involvement whereas rest 20% think it is unnecessary thing.

12) Do you think quality circle tools are problem solving tools?

Feel	Percentage
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	5
Agree	15
Strongly Agree	80

QUALITY CIRCLE TOOLS ARE HEALPFUL



INTERPRETATION: - About 80% of employees think quality circle tools are problem solving tools where as 5% of employees neither agree nor disagree. 85% wants their workplace good.

CHAPTER-6

SUGGESTIONS AND RECOMMENDATIONS

SUGGESTIONS AND RECOMMENDATIONS

- Supervisors and Managers should meet at regular intervals with the employees to discuss about the improvement in the company, at work place and in their living of standard, family problems etc.
- Gap between managers and the employees should be reduced by raising the level of engagement. For example: by conducting extra co-curricular activities like social and cultural programs.
- Very few employees feel that their ideas or work aren't being recognized / appreciated. So, they can be encouraged by giving importance to their ideas.
- Create good and healthy environment at work place by increasing interactions, credibility, confidence etc.
- Some of the employees find their job boring and monotonous. Encourage them to take part in the job rotation, job enrichment and other activities being carried out in the organization.
- Conduct more of employee engagement activities like mentorship programs, collaborations, cross trainings, fun work day etc.

CHAPTER-7

CONCLUSION

- According to the analysis of data on employee engagement activities, it is concluded that there is a significant relationship between employee engagement and employee performance and satisfaction. Most of the employees working in Bajaj Allianz agree to the fact that employee engagement activities should be done from time to time.
- By participating in various engagement activities, they are able to form a connection with the organization that makes them feel an important part of it and makes them feel satisfied.
- Employees in the organization not only actively show participation in the on-ground activities but also participate in the online contests that happen through company's intranet.
- Through the coffee sessions with the leaders in the organization are very knowledgeable and interactive and helps them knowing their organization better, however most of the employees feel that they should happen on a large scale so that each and every employee gets a chance to attend them.
- When talked about the company's intranet, it was observed that the majority wanted to have an open blog like Facebook where they could connect with the employees in the organization and simultaneously form groups and share their personal experiences.
- Through the activities done in the organization employees are encouraged to work with greater efficiency and obtain maximum satisfaction that motivates them to continue with the organization.

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2. Stephin Robbins- Organizational Behaviour.

Websites:

1. www.bajajallianz.com
2. www.google.co.in
3. Glassdoor app

ANNEXURE

Name-

Contact no.-

Designation-

- 1) Are you clearly aware of your role in this organization?
 - Yes
 - No
- 2) Does the mission/purpose of your company make you feel that your job is important?
 - Strongly Disagree
 - Disagree
 - Neither Agree nor Disagree
 - Agree
 - Strongly Agree
- 3) Do you feel the organization's problem as your own?
 - Strongly Disagree
 - Disagree
 - Neither Agree nor Disagree
 - Agree
 - Strongly Agree
- 4) Do you have opportunities at work to learn and grow?
 - Strongly Disagree
 - Disagree
 - Neither Agree nor Disagree
 - Agree
 - Strongly Agree
- 5) Do you feel company treat equally to all employees?
 - Yes
 - No

- 6) Do you feel that your colleagues are supportive?
- Strongly Disagree
 - Disagree
 - Neither Agree nor Disagree
 - Agree
 - Strongly Agree
- 7) Do you feel that your managers are helpful?
- Strongly Disagree
 - Disagree
 - Neither Agree nor Disagree
 - Agree
 - Strongly Agree
- 8) Do you feel that your supervisors guide you when you needed?
- Strongly Disagree
 - Disagree
 - Neither Agree nor Disagree
 - Agree
 - Strongly Agree
- 9) Is you member of small group activities (SGA)?
- Yes
 - No
- 10) How many improvements Bajaj Allianz is contributed by you yearly?
- 2-4
 - 4-6
 - 6 – 8
 - More than 8
 - Nil
- 11) Do you think Bajaj Allianz is a part of employee involvement?
- Strongly Disagree
 - Disagree
 - Neither Agree nor Disagree
 - Agree

- Strongly Agree

12) Do you think quality circle tools are problem solving tools?

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

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