

A STUDY ON THE EFFECTIVENESS OF EMPLOYEE ENGAGEMENT AT LOGESH AUTOMOBILE. PVT. LTD

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ABSTRACT

Employee engagement is a critical aspect of organizational success, influencing productivity, retention rates, and overall workplace culture. This abstract delves into the multifaceted concept of employee engagement, exploring its definition, significance, and various strategies for fostering it within the workplace. Drawing upon existing literature and empirical evidence, this abstract examines the factors that contribute to employee engagement, including leadership style, organizational culture, job design, and recognition practices. Moreover, it investigates the impact of engaged employees on organizational performance, highlighting the correlation between engagement levels and key performance indicators such as profitability, customer satisfaction, and innovation. Furthermore, this abstract discusses the implications of employee engagement for organizations, emphasizing its role in enhancing employee well-being, reducing turnover, and driving sustainable growth. Finally, it proposes recommendations for organizations seeking to cultivate a culture of engagement, emphasizing the importance of leadership commitment, two-way communication, and continuous feedback mechanisms. Overall, this abstract underscores the importance of prioritizing employee engagement as a strategic imperative for organizations striving to thrive in today's dynamic business environment.

1.1 INTRODUCTION

Employee engagement in an automobile company refers to the measures taken to foster a positive and fulfilling work environment where employees are emotionally invested in their work, committed to the organization's goals, and motivated to contribute their best efforts. This involves creating opportunities for open communication, providing recognition and rewards, offering career development programs, promoting work-life balance, and fostering a culture of collaboration and teamwork. Effective employee engagement in the automobile industry leads to higher productivity, improved customer satisfaction, lower turnover rates, and ultimately, greater business success.

Indian manufacturers have adopted a global mind-set while carefully selecting their product part. They are continuously working to accomplish cost excellence and marketing capability which has even attracted foreign players to proactively develop India as their sourcing and manufacturing centre. India experience a competitive advantage on the global canvas owing to key reforms in taxation, infrastructure and clusters (like special economic

zones [SEZs]) implemented by the Government, efficacy of reasonably-priced skilled labor workforce and a normative eco-system

Employee engagement is a key business driver for organizational success. Every organization wants to gain competitive advantages over others and employee engagement is the best tool for it. Engagement is creating prospect for human resources to attach with their managers, employees and organization. Its interest is to shape an environment where employees are motivated and connected with their job in a real caring manner to do a high-quality job.

High levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty and increase organizational performance and stakeholder worth. A complicated concept, engagement is influenced by many factors from company culture, organizational communication and managerial styles to credit and respect, leadership and company reputation.

2.2 OBJECTIVES OF THE STUDY

Primary objective:

To study the effectiveness of employee engagement at Logesh Automobile Pvt. Ltd.

Secondary objectives:

1. To assess the current level of employee engagement within Logesh Automobiles Pvt Ltd.
2. To identify key factors influencing employee engagement, such as leadership, communication, and recognition.
3. To explore the relationship between employee engagement and organizational outcomes like productivity and turnover.
4. To develop actionable recommendations to enhance employee engagement and foster a positive work environment.

NEED OF THE STUDY

Identifying factors impacting employee engagement involves conducting regular surveys, fostering clear communication, offering career development opportunities, and promoting work-life balance to enhance workplace satisfaction. Improving employee retention can be achieved by recognizing achievements, providing effective onboarding, establishing mentorship programs, and managing workloads to address disengagement issues. Boosting productivity and efficiency requires setting clear goals, granting autonomy, facilitating open communication, and providing regular performance feedback to increase motivation and commitment. Fostering a positive work culture involves promoting diversity and inclusion, organizing team-building activities, encouraging innovation, and developing effective leadership. Strengthening organizational reputation and competitiveness is achieved by engaging in CSR activities, maintaining transparent policies, implementing health and wellness programs, and involving employees in decision-making to prioritize their well-being and engagement.

SCOPE OF THE STUDY

Evaluating the current level of employee engagement involves conducting surveys, interviews, and focus groups to gather comprehensive feedback. Key factors influencing engagement, such as leadership, communication, work culture, rewards, and recognition, should be identified and analyzed. Benchmarking against competitors or similar organizations can provide valuable insights into effective engagement strategies. Identifying gaps between current and desired levels of engagement helps pinpoint areas for improvement. Additionally, assessing the availability and effectiveness of training and development programs is crucial for enhancing employee skills and job satisfaction.

REVIEW OF LITERATURE

1. D Arakawa, M Greenberg(2007): Optimistic managers and their influence on productivity and employee engagement in a technology organisation: Implications for coaching psychologists.Executive coaches are often involved in working with executive managers. The objective of this study is to investigate whether teams are more engaged and productive when led by an optimistic manager. Furthermore, we hypothesise that optimistic managers embody positive leadership—employing a strengthsbased approach, maintaining a positive perspective, and frequently providing recognition and encouragement—which increases the engagement and productivity of their employees. Design: The study used a cross-sectional survey design at two time points. Method: The researchers developed a survey to measure this concept of positive leadership. In addition, two measures were used: the Life Orientation Test Revised (LOT-R) to measure optimism and the Gallup Organisation’s Q12 to measure engagement.

2. Geethalakshmi PM1, Lewlyn L.R.Rodrigues Exploring the Nature of Employee Engagement (2007) The purpose of this study is to explore the nature of employee engagement through the experiences of employees. Grounded theory approach was the research methodology. The objective of this research was to add value to the existing literature on engagement with a focus on individual. There are very few research studies applying grounded theory on employee engagement. This research study is an attempt to understand the phenomenon of employee engagement grounded in the experiences shared by the participants. Accordingly, interviews were conducted on site to understand the nuances of engagement from the past experiences of the employees. The content analysis was undertaken to interpret how unique experiences shape the engagement for employees.

3.The Impact of Employee Engagement Factors and Job Satisfaction on Turnover Intent.(2008) ML Berry, ML Morris The current literature review examined a proposed relationship between the antecedent-employee engagement factors--and the outcome variable turnover intent mediated by job satisfaction. Kahn's Personal Engagement Theory, Equity Theory, and Herzberg's Two-Factor Theory of Job Satisfaction were used as the theoretical underpinnings for the review. Implications for human resource development were discussed.

4. The Impact of Employee Engagement Factors and Job Satisfaction on Turnover Intent. ML Berry, ML Morris (2008).The current literature review examined a proposed relationship between the antecedent-employee engagement factors--and the outcome variable turnover intent mediated by job satisfaction. Kahn's Personal Engagement Theory, Equity Theory, and Herzberg's Two-Factor Theory of Job Satisfaction were used as the theoretical underpinnings for the review. Implications for human resource development were discussed.

5. Demerouti E., Cropanzano R. (2010). From thought to action: employee work engagement and job performance: Over the past few decades, organizational scientists have shown that job performance is positively related to indicators of work adjustment, such as job satisfaction and psychological wellbeing. While these

associations are generally consistent, however, we shall see that they are often of modest magnitude. In a like fashion, other scholars have found negative relationships between job performance and indicators of work related health, such as burnout; once again the relationships are not large as one might intuitively expect. In this chapter, we will review this literature with a special focus on the relationship between work engagement and job performance.

6. Laura L. Lemon, Courtney D. Boman (2010) Ethics of care in action: Overview of holistic framework with application to employee engagement At the heart of public relations is the act of creating relationships that facilitate dialog, collaboration, and ongoing trust. This paper aims to conceptualize a framework based on ethics of care (EoC) that harnesses these core underpinnings, which propel the public relations industry, to enhance employee engagement. The ethics of care applied to employee engagement (EoCAEE) framework combines the success found within the EoC phases, along with the landscapes presented in the Applied Model of Care Considerations (AMCC), to ensure ethical, holistic decision making.

7. Neha Gupta, Vandana Sharma (2016),Due to Globalization of organization there is a drastic change in job description as well as in work force diversity. So now, Employee engagement has emerged as an important management-focused activity in order to compete and perform in a dynamic and competitive Environment that create a linkage with the organization's goals and objectives. This article aims to provide an exploratory study on employee engagement, with its concepts and definitions, factors or drivers affecting it, also finds the measures to enhance it and importance for better business outcomes. The methodology used for this study includes selected literature reviews on employee engagement. As a result, Employee engagement is found to be a continuous process and its must for an organization.

8. Kibum Kwon(2020) An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model :The purpose of the current literature review is to provide a comprehensive understanding of the relationship between employee engagement and innovative behavior through the lens of the JD-R model; identify and revisit the guiding theories underpinning employee engagement studies; and construct an integrated conceptual framework based on empirically validated factors and their relationships, along with relevant theories. An integrative literature review of 34 empirical studies indicates that employees perceive a mix of reasonably high demands and high resources to be ideal for their engagement, innovative behavior is a consequence of these delicate interactions, and engaged employees are more likely to behave innovatively by activating coping strategies to deal with challenges.

9. Anusuya Yadav, Deepika Pandita, Seema Singh(2022) Work-life integration, job contentment, employee engagement and its impact on organizational effectiveness: This paper aims to study the interlink between work-life integration, job contentment and employee engagement. The notion of how far work-life balance (WLB) policies have a throwback on employee engagement has been presented with shreds of evidence of previous studies carried out in the timeline of 2005–2021 in India. The purpose is to bring forward comprehensive studies together, which are available on piecemeal form in the fragmentary form, to draw a firm conclusion about work-life integration policies and their parallelism with job engagement and organizational effectiveness.

10. Blazel Motykal (2015) Employee engagement and performance: a systematic literature review: Scholars and practitioners indicate that low level of employee engagement at work is currently one of the most alarming global economic problems. The potential consequence of this phenomenon is declining work performance. Therefore, it becomes important to understand the concept of work engagement, its meaning for employees, and

implications for employers. The article is a systematic review of the body of literature, presenting the results of research on the association between employee engagement and various performance categories. The paper's objective is to summarize prior studies based on their ordering and categorization, identify gaps in the current knowledge, and propose an agenda for future research. The article presents these findings in a synthetic manner,

3.3 SUMMARY OF FINDINGS

Majority of the respondents are the age group above 31 – 35 (55.6%). It is clearly shown that majority of respondents are Female (61.9%). Majority of the respondents are the education qualification is Graduate (86.5%). It is clearly shown that majority of monthly income is 10000-30000 (50%). It is inferred that majority of the respondents are very satisfied on the employee satisfaction level of current roles and responsibilities (66.9%). It is inferred that the most of the respondents are valued and appreciated for my contributions and Communication channels within the company are effective (50.8%). It is inferred that majority of the respondents are YES on the employee is motivated to work every day effectively (99.3%). It is inferred that majority of the respondents are well on the employees communication over the goals, values, and vision to employees (65.1%). It is inferred that majority of the respondents are well on the employees felt supported in professional growth and development of the company (52.6%). It is inferred that majority of the respondents are Effective of leadership in a positive work environment and employee growth (63.5%). It is inferred that the most of the respondents are strongly agreed to the factors influenced the employee engagement (46%). It is inferred that majority of the respondents are YES (99.3%). It is inferred that majority of the respondents are strongly agree to the company promoting a culture of collaboration, teamwork, and mutual respect among employees (49.3%). It is inferred that majority of the respondents are strongly agreed to effective leadership influences engagement at work (54.6%). It is inferred that majority of the respondents are very satisfied on the satisfaction of employee current roles and responsibilities (45%). It is inferred that majority of the respondents are YES on the engaged employees that contribute a positive work environment (99.3%). It is inferred that majority of the respondents are strongly agree of the employees work is recognized by supervisors and upper management (47.6%). It is inferred that the most of the respondents are strongly agreed to the relationship between employee engagement an organizational outcomes (46%). It is inferred that majority of the respondents are likely on the employee considers for not leaving current job for a better opportunity (57.9%). It is inferred that majority of the respondents are strongly agree of the leadership development program enhances employee engagement (62.2%). It is inferred that majority of the respondents are YES on the employee recognition programs implemented to outstanding contributions (99.3%). It is inferred that the most of the respondents are strongly agreed to the relationship between employee engagement an organizational outcomes (46%). It is inferred that majority of the respondents are strongly agree of the communication strategies within the company promoting a positive work environment (61.5%). It is inferred that majority of the respondents are strongly agree of the importance of work life balances for employee engagement (56.9%).

BOOKS REFERRED:

1. Talent Management: Strategies for Success" by William J. Rothwell and Linda K. Sharkey
2. "The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People" by Lance A. Berger and Dorothy R. Berger
3. "Strategic Talent Development: Develop and Engage All Your People for Business Success" by Jon Ingham

4. "The Talent Delusion: Why Data, Not Intuition, Is the Key to Unlocking Human Potential" by Tomas Chamorro-Premuzic
5. "Talent Wins: The New Playbook for Putting People First" by Ram Charan, Dominic Barton, and Dennis Carey.

JOURNALS REFERRED:

1. Journal of Applied Psychology (<https://www.apa.org/pubs/journals/apl/>)
2. HR Journal (<https://onlinelibrary.wiley.com/journal/17488583>)
3. Personnel Psychology (<https://onlinelibrary.wiley.com/journal/17446570>)
4. Journal of Management (<https://journals.sagepub.com/home/jom>)
5. Harvard Business Review (<https://hbr.org/>)
6. Journal of Organizational Behavior (<https://onlinelibrary.wiley.com/journal/10991379>)
7. Journal of Vocational Behavior (<https://www.journals.elsevier.com/journal-of-vocational-behavior>)
8. Journal of Business and Psychology (<https://link.springer.com/journal/10869>)
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10. Journal of Career Development (<https://journals.sagepub.com/home/jcd>)