A STUDY ON EMPLOYEE ENGAGEMENT

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Abstract - **Employee engagement has emerged as a critical factor influencing organizational success, productivity, and sustainability in today's dynamic business landscape. This research delves into the context of Samvardhana Motherson Reflectec (SMR), aiming to understand the dynamics of employee engagement within the organization. Through a comprehensive literature review, this study examines the conceptual underpinnings of employee engagement, its dimensions, and its impact on organizational outcomes. Utilizing a mixed-methods approach, including surveys, interviews, and observational data, the research explores the current state of employee engagement at SMR, identifying key drivers and barriers. Furthermore, the study investigates the strategies and initiatives implemented by SMR to foster employee engagement and enhance organizational performance. By synthesizing empirical findings with theoretical insights, this research contributes to the growing body of knowledge on employee engagement and provides practical recommendations for SMR and similar organizations seeking to optimize their workforce engagement strategies.**

Keywords: Employee Engagement, Employee Performance, Organisational Performance.

I. INTRODUCTION

Employee engagement stands as a pivotal driver of organizational success, influencing productivity, innovation, and overall workplace culture. In today's dynamic business landscape, where talent retention and performance are paramount, fostering a culture of engagement is not just desirable but imperative. This project delves into the realm of employee engagement within Samvardhana Motherson Reflectec Limited (SMR), a leading global automotive supplier renowned for its commitment to innovation and excellence. Established in 1977, SMR has evolved into a key player in the automotive industry, specializing in the manufacturing of exterior mirrors and automotive vision systems. With a presence spanning across continents and a workforce comprising diverse talents, SMR has positioned itself as a pioneer in its field, driven by a culture of continuous improvement and customer-centricity. This project seeks to understand the current state of employee engagement within SMR and explore strategies to further cultivate a culture of engagement, empowerment, and fulfillment among its employees. By examining the unique dynamics, challenges, and opportunities within SMR, we aim to provide actionable insights and recommendations to drive sustainable improvements in employee engagement. Furthermore, we will leverage a combination of quantitative and qualitative
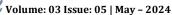
research methods, including surveys, interviews, and organizational assessments, to gain a comprehensive understanding of the drivers and barriers to employee engagement within SMR.

II.   REVIEW OF LITERATURE

1. **Ms.Ann Starbæk Bager and John G. McClellan (2023)** This chapter advocates for organizational small storymaking as a tool to foster open and sustainable work environments. It emphasizes the continuous (re)constitution of organizations through everyday discursive practices. By focusing on the small stories circulating among employees, leaders can invite marginalized voices into organizing processes, creating and managing tensions between top-down and bottom-up dynamics. Integrating leadership communication with storymaking processes enables leaders to address diverse narratives, promoting transparency, inclusivity, ethics, and sustainability. Through this approach, leaders can navigate the complexities of organizational life, promote diversity, and cultivate more egalitarian practices for organizational improvement.

2. **Mr.Alan M.Saks(2022)** Research has established the positive relationship between HRM practices/systems and employee engagement, yet specific practices and mechanisms remain unclear. Addressing this, I present a model of caring HRM and engagement, drawing from engagement, organizational climate, and strategic HRM literature. The model posits that a caring HRM system fosters an organizational climate of employee care, prompting reciprocal care for the organization and heightened engagement. This framework offers directions for future research and practice, introducing the concept of caring HRM and a climate of employee concern to engagement literature.

3. **Mr. D. Asokk, AllampradhuGudda(2021)** Worker participation in decision-making is crucial for business success, impacting quality and competitiveness. Engaging workers activates corporate mechanisms, fostering emotional and physical involvement in group settings, leading to volunteerism and collective responsibility. Rapid worker engagement in decision-making cultivates a healthy workplace, enhancing dedication, happiness, and customer satisfaction, bolstering organizational and community morale. The paper advocates for providing workers with necessary skills and training to foster creativity and innovation, thereby enhancing company competitiveness. It aims to assess how employee engagement influences corporate success and how corporate engagement regulates corporate social responsibility and productivity.

4. **Ms. Nisha Chanana, Sangeeta(2020)** Amid the COVID-19 pandemic, employee engagement has become a top priority for organizations due to lockdown measures. This paper aims to assess employee engagement strategies adopted by various companies during this crisis. Organizations are implementing innovative approaches such as online family engagement, virtual learning, team building activities, webinars, and virtual meetings to keep employees engaged. These efforts foster commitment, motivation, and skill development among employees while working remotely. Companies investing in such engagement

activities are witnessing enhanced employee morale and organizational resilience amidst the challenges posed by the pandemic.

5. **Mr. Romero-Fernandez(2020)** Faced with the need to develop more responsible models of human resource management (HRM), the aim of this research is to develop a measurement instrument that allows the systematic assessment of sustainable HRM systems. The research provides a comprehensive framework of analysis for evaluating HRM sustainability by relying on the sustainability approach. The article proposes an evaluation of sustainable HRM systems per their balanced application of corporate social responsibility (CSR) principles. The research identifies the different CSR dimensions that characterize sustainable HRM systems, creates the measurement instrument, and theoretically—through a Delphi study—and empirically validates this measure on a sample of European firms.

6. **Ms.Laura L. Lemon(2020)** This study sought to understand the lived experiences of employees by taking a co-creational approach to examine how employees make meaning of employee engagement. Phenomenological interviews (n = 32) revealed that engagement starts with dialogue supported by active listening. Formal internal communication emerged from the data as a contributor to meaning-making, but not to the extent the previous literature would suggest. Dialogic interactions carried more weight in constructing employee engagement. Thus, the findings demonstrate that the meaning of employee engagement is in fact a paradoxical balancing act between co-creational and functionalistic approaches, offering an alternative theoretical understanding of how employees make meaning of their engagement experiences.

7. **Mr.Michael Frino PhD(2019)** During the past three decades, the term employee engagement has attracted considerable interest within the management literature. Defined as "a distinct and unique construct that consists of cognitive, emotional, and behavioural components that is associated with individual role performance" (Saks, 2006, p. 602), its popularity stems from early claims by practitioners and consulting firms. Having an engaged workforce may be a key competitive advantage to organizations that employ strategic resources to develop and maintain the engagement of their employees (Macey & Schneider, 2008; Shuck & Wollard, 2009).

8. **Mr.Tatin Wahyanto, Ms.Damayanthi(2019)** Employee engagement in organizations is very important, because it provides many benefits, so every employee must have a sense of being engaged. The purpose of this study was to determine the effect of happiness at work on both employee engagement and intention to stay of hospital employees. The current research was an observational analytic. The research design used was cross sectional. The sample size was 154 respondents. The sampling technique used was Proportional Random Sampling. Data analysis was conducted with PLS. Based on the results of analysis and discussion, it is concluded that happiness at work has positive and significant relationship with employee engagement; employee engagement has positive and significant relationship with intention to stay; and happiness at work has no direct relationship with intention to stay, but has relationship through employee engagement.

III.   NEED OF THE STUDY

To comprehensively study employee engagement, it's crucial to delve into various aspects. Firstly, understanding the concept itself is fundamental. This involves exploring different definitions and models proposed by scholars and practitioners. Next, examining the factors influencing employee engagement is essential. This includes organizational culture, leadership styles, job characteristics, and individual differences. Additionally, studying the impact of employee engagement on organizational outcomes such as productivity, performance, and turnover is vital. It's also valuable to investigate different measurement tools and techniques used to assess employee engagement effectively. Furthermore, exploring strategies and interventions aimed at enhancing employee engagement can provide valuable insights for organizations. By addressing these key areas, your project can offer a comprehensive understanding of employee engagement and its significance in contemporary workplaces.

IV.   OBJECTIVES OF THE STUDY

1. To examine the impact of caring human resource management practices on employee engagement.
2. To assess the predictive power of organizational alignment on employee engagement.
3. To evaluate the relationship between sustainable human resource management systems and employee engagement.
4. To propose recommendations for improving employee engagement based on research findings and best practices.
5. To create awareness among organizational leaders and managers about the importance of prioritizing employee engagement for long-term success.

V.   RESEARCH METHODOLOGY

The research design used for this study is descriptive study. Descriptive study is a fact finding investigation with an adequate interpretation. It is simplest type of research and is more specific. Mainly designed to gather descriptive information and provides information for formulating more sophisticated studies. Descriptive research also known as statistical research, describes data and characteristics about the population or phenomenon being studied.

SAMPLING TECHNIQUES

Simple random sampling is used for this study.

RESEARCH APPROACH

The survey approach is used during the research. Separate structured questionnaire was used to collect data from individuals for achieving the object of the study.

SAMPLE SIZE

Sample size is determine using morgan chart of 152 respondents were chosen for the study.

SOFTWARE USED – SPSS

NORMALITY TEST

Null Hypothesis H0: The data follows a normal distribution

Alternative hypothesis H1: The data does not follows a normal distribution

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Motivation and Engagement	.164	152	.000	.935	152	.000
Organizational Support and Communication	.128	152	.000	.959	152	.000
Work-Life Balance and Feedback Mechanisms	.130	152	.000	.945	152	.000
Inclusivity and Collaboration	.137	152	.000	.950	152	.000
Retention and Loyalty	.210	152	.000	.848	152	.000

Inference:

Since p value > 0.05 for the variable –"Motivation and Engagement","Organizational Support and Communication", "Work-Life Balance and Feedback Mechanisms", "Inclusivity and Collaboration", "Retention and Loyalty" therefore reject the null hypothesis. Thus, the data significantly deviates from normal distributions. It follows NON PARAMETRIC TEST

CORRELATION

			Motivation and Engagement	Organizational Support and Communication	Work-Life Balance and Feedback Mechanisms	Inclusivity and Collaboration	Retention and Loyalty
Spearman's rho	Motivation and Engagement	Correlation Coefficient	1.000	.989**	.994**	.994**	.131
		Sig. (2-tailed)	.	.000	.000	.000	.107
		N	152	152	152	152	152
	Organizational Support and Communication	Correlation Coefficient	.989**	1.000	.991**	.995**	.121
		Sig. (2-tailed)	.000	.	.000	.000	.139
		N	152	152	152	152	152
	Work-Life Balance and Feedback Mechanisms	Correlation Coefficient	.994**	.991**	1.000	.999**	.127
		Sig. (2-tailed)	.000	.000	.	.000	.120
		N	152	152	152	152	152
	Inclusivity and Collaboration	Correlation Coefficient	.994**	.995**	.999**	1.000	.123
		Sig. (2-tailed)	.000	.000	.000	.	.130
		N	152	152	152	152	152
	Retention and Loyalty	Correlation Coefficient	.131	.121	.127	.123	1.000
		Sig. (2-tailed)	.107	.139	.120	.130	.
		N	152	152	152	152	152

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

Inference:

Since, the sample data follows non parametric test, Spearman rank correlation is used. It is observed that the variables are positively correlated, since the correlation coefficient is more than 0.05. Therefore, null hypothesis is rejected. Alternative hypothesis is accepted.

MANN WHITNEY U TEST:

Null Hypothesis (H0): There are no significant differences in the median scores of employee engagement dimensions between genders at SamvaradhanaMothersonReflectec Limited.

Alternative Hypothesis (H1): There are significant differences in the median scores of employee engagement dimensions between genders at SamvaradhanaMothersonReflectec Limited.

Ranks

	Gender	N	Mean Rank	Sum of Ranks
Motivation and Engagement	1	106	77.14	8177.00
	2	46	75.02	3451.00
	Total	152		
Organizational Support and Communication	1	106	77.56	8221.00
	2	46	74.07	3407.00
	Total	152		
Work-Life Balance and Feedback Mechanisms	1	106	77.63	8228.50
	2	46	73.90	3399.50
	Total	152		
Inclusivity and Collaboration	1	106	77.51	8216.50
	2	46	74.16	3411.50
	Total	152		
Retention and Loyalty	1	106	76.54	8113.00
	2	46	76.41	3515.00
	Total	152		

Test Statistics

	Motivation and Engagement	Organizational Support and Communication	Work-Life Balance and Feedback Mechanisms	Inclusivity and Collaboration	Retention and Loyalty
Mann-Whitney U	2370.000	2326.000	2318.500	2330.500	2434.000
Wilcoxon W	3451.000	3407.000	3399.500	3411.500	3515.000
Z	-.275	-.451	-.480	-.432	-.017
Asymp. Sig. (2-tailed)	.783	.652	.631	.666	.987

a. Grouping Variable: Gender

Inference:

Since P value of user satisfaction > 0.05, therefore the test failed to reject the null hypothesis. There is no significant difference between the mean rank of men and women with respect to user satisfaction, data accuracy and integrity, efficiency and productivity, data analytics and reporting, compliance and security.

Since P value of data accuracy and integrity, efficiency and productivity, data analytics and reporting, compliance and security & 1t; 0.05, therefore the test reject the null hypothesis There is significant difference between the mean rank of men and women with respect to user satisfaction, data accuracy and integrity, efficiency and productivity, data analytics and reporting, compliance and security.

CHI SQUARE

Null Hypothesis (H0): There is no association between the two categorical variables.

Alternative Hypothesis (H1): There is an association between the two categorical variables.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Motivation and Engagement * Marital Status	152	100.0%	0	.0%	152	100.0%
Organizational Support and Communication * Marital Status	152	100.0%	0	.0%	152	100.0%
Work-Life Balance and Feedback Mechanisms * Marital Status	152	100.0%	0	.0%	152	100.0%
Inclusivity and Collaboration * Marital Status	152	100.0%	0	.0%	152	100.0%
Retention and Loyalty * Marital Status	152	100.0%	0	.0%	152	100.0%

Interpretation:

The Case Processing Summary indicates that all cases were valid and included in the analysis for each combination of dimensions of employee engagement and marital status. There were no missing cases, demonstrating the completeness of the dataset.

This suggests that the dataset used for the Chi-Square Test of Independence was of high quality and integrity, with no data points excluded due to missing values. As a result, the findings from the analysis are likely to be reliable and representative of the sample population.

VI. SUGGESTIONS

In this survey, employee engagement is a critical aspect of organizational success, impacting productivity, morale, and overall company culture. To enhance employee engagement within

your organization, consider implementing a variety of strategies tailored to your company's unique culture and workforce dynamics. Firstly, foster open communication channels by encouraging feedback and actively listening to employee concerns and suggestions. This can be facilitated through regular one-on-one meetings, team discussions, and anonymous feedback mechanisms. Additionally, prioritize professional development opportunities to empower employees and demonstrate a commitment to their growth. Recognizing and rewarding employees for their contributions is also key to boosting engagement. Whether through monetary incentives, public acknowledgment, or personalized recognition programs, celebrating achievements reinforces a culture of appreciation and motivates employees to perform at their best.

VII.   CONCLUSION

In conclusion, the study on employee engagement stands as a cornerstone of organizational success, intertwining with productivity, morale, and company culture. Through the implementation of tailored strategies, companies can foster an environment where employees feel valued, motivated, and committed to their roles. Open communication channels serve as the foundation, enabling constructive feedback mechanisms and nurturing a culture of transparency and trust. Professional development opportunities not only empower employees but also showcase the organization's investment in their growth and success. Recognizing and rewarding achievements not only boosts morale but also reinforces a culture of appreciation and excellence. Prioritizing work-life balance and wellness initiatives demonstrates a genuine concern for employees' holistic well-being, fostering loyalty and satisfaction.

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