



Employee Involvement and Engagement in Automobile Sector in Chennai City

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ABSTRACT

This study deals with Employee involvement and Engagement in Automobile sector in Chennai city. Main objective of this study is to identify the impact of employee involvement and employee engagement in automobile sector. Chief Executives must recognize as well as investigate every phase of human resource problem before taking action to prevent employees from participating in work activities in an efficient manner. The idea of employee engagement is reliant on organizational procedures, employee involvement, and dedication. The breadth and nature of employee involvement are more expansive. Additionally, it affects how well employees perform. The management-employee relationship provides the foundation for employee involvement. Engaged workers exhibit tremendous excitement towards their task, which guides to their success as well as pushes them to go above and beyond in their careers. They are also emotionally invested in their organization and deeply committed in their work. In this study the descriptive analysis is used with the sample size of 120 employees. Convenience Sampling Technique was adopted in this study. The study results can be adopted to improve the performance of the employees in automobile sector.

Keywords: Employee Engagement, Employee Involvement, Performance Appraisal.

1 Introduction

Engagement among employees is not intellectual; it is emotional. Disengagement is a result of unfair comparisons and compensation. 80% of involvement is contingent on the worker's rapport with their immediate supervisor. The difficult job of human resources has been engaging employees effectively for a few decades. This work involves not just physical employee but also mental and emotional employee. People who are involved in a performance use their bodies, minds, and emotions to express themselves. Each employee has a different set of skills, expertise, attitudes, and goals. Engagement refers to an employee's degree of dedication and participation with respect to their organizations and prin-

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principles. Employee involvement in the job is directly related to engagement. People may perform at their highest level at work when they feel appreciated, listened, respected, and involved by their management, which is something that employee engagement tactics help to recognize. When a company values its employees and the employees value the company that is when there is true employee engagement. Motivated workers who feel a personal connection to their jobs and organizations and willing to put in their all to make it succeed; as a result, both individuals and organizations reap a number of observable advantages.

2 Review of Literature

Employee engagement is thought to be significantly influenced by effective organizational communication [1]. Improving managers' communication abilities and integrating performance evaluation against goals into their daily work are two ways to increase the effectiveness of communication. In unpredictable and stressful situations, communication becomes even more important. It is the responsibility of leadership to regularly and directly communicate to staff members how their contributions are critical to the achievement of the mission [2]).

Employee engagement is primarily driven by an employee's immediate manager's leadership, according to Wallace and Trinkka (2009:10). According to Wildermuth and Pauken (2008:206), when leaders are inspiring, participation flows naturally.

When they believe their work is significant and meaningful, employees are more engaged. Therefore, it is the responsibility of leadership to make sure that workers understand how their particular job fits into the larger picture of the company's success.

Employee engagement is significantly impacted by training and development (S. Bates 2004:13[3]). Additionally, he discovered that workers who receive training to improve their skills are more likely to give their all at work since they get a sense of accomplishment when they learn new skills. When employees' contributions to the organization's future are acknowledged, their behaviour is reinforced, which encourages them to repeat this improvement. Employee engagement is increased as a result (R. Baumruk, 2008:22[4]).

F.D. Frank, R.P. Finnegan, and C.R. Taylor[6]Appropriate motivation such as monetary rewards and non-monetary rewards, recognition are important ele-

ments for creating employee involvement were as it results in employee engagement. Proper appraisal system will also motivate the employees to strive hard to achieve their targets. The researcher (Cristina de Mello, e Souza Wildermuth and Patrick David Pauken[5], 2006:605). has also stated that the automobile sector will be required of 15 million skilled employees by 2022.

3. Statement of the Problem

Any business organization's ability to grow is entirely dependent on how well it treats its staff and gives them a sense of community. It takes a thorough understanding of an employee's traits to effectively manage them, so it's not an easy task. Actively engaging employees is a relatively complex but crucial task in this context. Employees who are engaged are known to be highly productive and reluctant to leave the company where they presently work. It's critical to comprehend the factors that influence employee engagement before taking any further action.

4. Objectives of the Study

- To find out the factors influencing employee engagement in the automotive sector in Chennai City.
- To critically analyze the impact of employee involvement on employee engagement.
- To suggest and recommend the measures to increase the employee involvement in their work.

4.1 Limitations of the Study

- The current study only looked at the area of Chennai City.
- Therefore, great caution is taken when extrapolating the outcome.

5. Research Methodology

In this study Descriptive analysis was used as research design, Convenience sampling technique in non-probabilistic sampling method was adopted with sample size of 120 respondents in this study. Primary and secondary data are both needed for this research. Primary data were obtained through circulation of Google forms and data were gathered. Secondary data for the research study was gathered from a books, journals, magazines, and websites.

6. Data Analysis And Interpretation

Table No.1: Showing the demographic profile of the Employees.

Demographic Profile of the Employees		No. of Employees	%
Age of the Employees	Below 25 Years	26	21.67
	26 – 35 Years	40	33.33
	36 – 45 Years	21	17.50
	46 – 55 Years	23	19.16
	Above 56 Years	10	08.33
Sex	Male	76	63.33
	Female	44	36.67
Professional Experience in Automotive Sector	Lessthan2Years	48	40.00
	3 – 6Years	44	36.67
	7-10Years	28	23.33
Range of the Income of the Employees	LessthanRs.200000	41	34.16
	Rs. 200001-400000	32	26.67
	Rs. 400001-600000	32	26.67
	Rs. 600001-800000	15	12.50
Qualification acquired of the employees.	SSLC	11	09.17
	ITI/Diploma	34	28.33
	Graduate	55	45.83
	PostGraduate	20	16.67

Interpretation:

The demographic information of the employees included in the study is shown in Table 1. The young (Gen Y) generation is represented by the majority of the employees surveyed, who are between the ages of 26 and 35. 63.33% of the male employee base demonstrates the dominance of men in automotive sector. The majority of employees were graduates, followed by ITIs and diplomas.

Table No. 2: Showing the details of Independent variables

ables	Vari-	N Valid	Mean Difference	Std.Deviation
Drivers	Effective communication with superiors	120	3.82	0.85
	Support from Superiors	120	3.86	0.73
	Guidance from Superiors	120	3.74	1.20
	Monetary benefits	120	3.64	1.14
	Reward	120	3.80	1.00
Effects	Increase in performance	120	3.85	0.72
	Thinking to switch the job in future	120	2.22	1.12
	Loyalty towards work	120	3.86	1.10

Interpretation:

The above table depicts that the mean difference is high for the independent variable stating that the effective communication is there with superiors. It also shows that the standard deviations is more for guidance from superiors is an important driver to retain the employees in the organization. Additionally, it is evident that owing to employee engagement, staff members are hesitant to depart from the company.

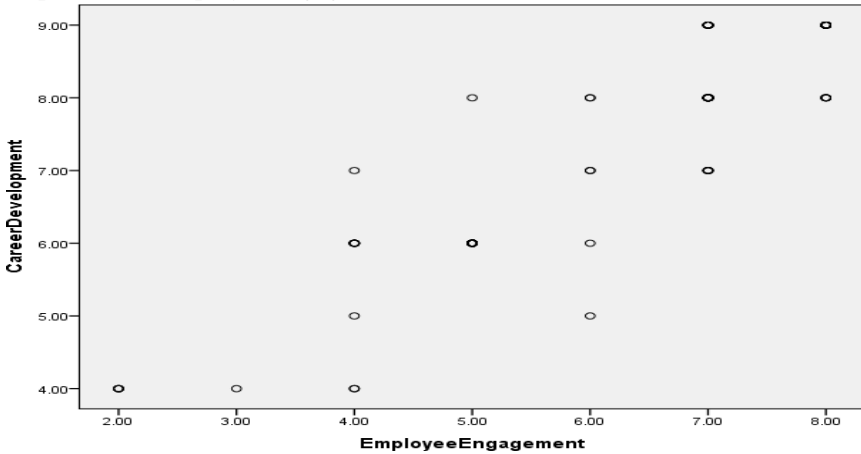
Table No.3: Showing the details of Pearson Rank Correlation between the Employee Engagement and Career Development of Employees working In Automotive Sector.

Correlation between Employee Engagement and Career Development		Employee Engagement
Communication	Pearson Correlation	.787**
	Sig. (2-tailed)	.001
	N	120
Leadership	Pearson Correlation Sig. (2-tailed)	.732**
		.003
	N	120
Pay Benefits	Pearson Correlation	.746**
	Sig. (2-tailed)	.028
	N	120
Career Development	Pearson Correlation	.810**
	Sig. (2-tailed)	.001
	N	120
Recognition	Pearson Correlation	.706**
	Sig. (2-tailed)	.001
	N	120

Interpretation:

From the above that it is clearly understood that the most important factor influencing employee engagement is career development ($r=.810$), which is followed by communication, pay and benefits, leadership, and recognition. Pearson Rank Correlation states that it is having high positive correlation between the dependent variables and independent variables and employee engagement. If there are opportunities for career development within the company, it is obvious that the staff.

Fig.1 Simple Scatter Diagram depicting the relationship between Career Development and Employee Engagement



members are actively involved. In addition, compensation/benefits and recognition are important factors in keeping workers engaged.

Table No.4: Showing the details of Effectiveness of Employee engagement and Factors influencing Employee Involvement

		Job Satisfaction	Productivity	Employee Retention
Em- ployee\En- gagement	Pearson Correlation	.815**	.745**	.857**
	Sig. (2-tailed)	.001	.012	.014
	N	120	120	120

Interpretation:

It is clear from the above table (No. 4), which shows a strong correlation between employee engagement and retention. Put another way, the management is more likely to keep engaged staff members.

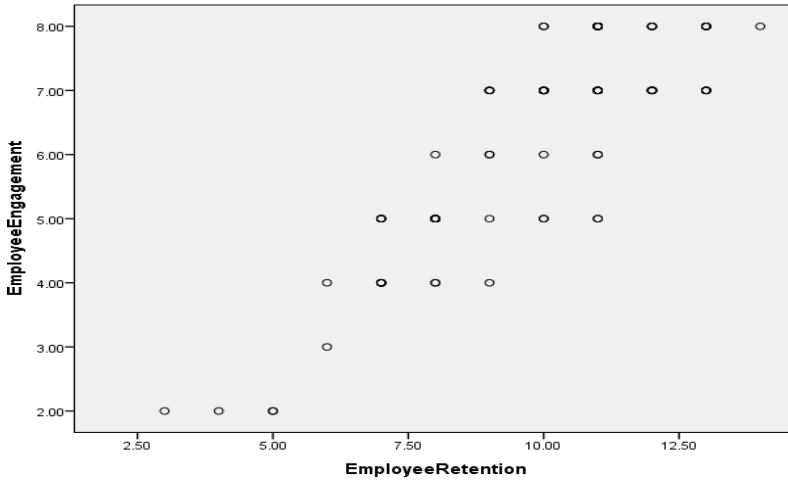


Fig.2 The above scatter diagram illustrates the connection between employee retention and engagement:

HYPOTHESIS TESTING:

Statement No. 1: Is there any significant association between Employee Engagement and the rewards given for the good work done by the employees.

Table No. 5 Showing the Details of Employee Engagement and Rewards given for the good work done.

	Value	d.f	Asymp. Sig. (2-sided)
Pearson Chi-Square	152.460 ^a	42	.000
Likelihood Ratio	156.436	42	.000
Linear-by-Linear Association	62.726	1	.000
N of Valid Cases	120		

H₀: There is no significant association between Rewards for work done and Active Employee Engagement

H₁: There is a significant association between Rewards for work done and Active Employee Engagement

The null hypothesis is rejected because the p-value is (0.001) which is less ($\alpha = 0.05$) at 5% level of significance, as shown in the above table (No. 5). Thus, it can be said that there is a association between employee engagement and management's acknowledgement of well-done work.

Statement No.2: Is there any significant association between effective communications with superiors with that of the Employee engagement.

H₀: There is no significant association between Effective (two-way) Communication with Superior and Level of Employee Engagement

H₁: There is a significant association between Effective (two-way) Communication with Superior and Level of Employee Engagement

Table No. 6: Showing the correlation details between effective communication among subordinate and superior with that of Employee Engagement.

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	185.155 ^a	48	.001
Likelihood Ratio	138.667	48	.001
Linear-by-Linear Association	62.898	1	.001
N of Valid Cases	120		

Because the p-value (.001) is smaller than the significance level (0.05), it can be concluded in this table (No. 6) the null hypothesis is proven to be false. Active employee engagement would therefore be made possible by effective communication between subordinate and superiors.

Statement No.3: Is there any association between employee engagement and looking for job opportunities in future.

H₀: There is no significant association between Level of Employee Engagement and seeking employment opportunities someplace.

H₁: There is a significant association between Level of Employee Engagement and seeking employment opportunities someplace.

Table No.7: Showing the details of employee engagement and looking for job in future

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	262.656 ^a	66	.000
Likelihood Ratio	153.144	66	.000
Linear-by-Linear Association	72.744	1	.000
N of Valid Cases	120		

It is clear from the above table (No. 8) that the significance level ($\alpha=0.05$) is greater than the p-value (0.000). As a result, the null hypothesis—which suggests that, should they become disengaged, the employees would hunt for employment opportunities—is rejected.

Table No.8 showing the Ranking details of Employee Engagement

VerySignificantforEmploy- eeEngagement	No.ofEmployees Respondent (out of 120 Employees)	Rank
CareerDevelopment	93	1
Recognition	84	3
Pay Benefits	88	2
Communication	81	5
Inspiring Leadership	83	4

Table No. 8 makes it clear that all six variables are successfully encouraging employee engagement because over 68% of respondents (80 employees and above) are drawn to each attributes. The main component that maintains employee engagement among all of those factors is career development, which is followed by pay and benefits and recognition.

7. Findings

1. The young (Gen Y) generation is represented by the majority of the employees surveyed, who are between the ages of 26 and 35. 63.33% of the male employee base demonstrates the dominance of men in automotive sector. The majority of employees were graduates, followed by ITIs and diplomas. Self-development is the main factor that keeps them interested. Although it falls short of workers' expectations, it is the largest driver of employee engagement. They are searching frantically for opportunities to learn.
2. It is discovered that employee engagement is positively impacted by recognition. Considering that Employee Engagement and Recognition have a strong correlation. Employees who are acknowledged are less likely to quit.
3. The study found a strong correlation between employee engagement and effective communication. Widespread and transparent communication promotes employee engagement.
4. It's well known that motivated workers, particularly those over 34, grow to love their jobs and are reluctant to leave.
5. Although it is well known that there are relatively few disgruntled workers, they are actively looking for other employment opportunities and considering leaving the company.

8. Suggestions

1. Every company in the automotive sector needs to reevaluate its mentoring programmes and create efficient career development initiatives for its staff.
2. The organization should have succession planning in place because it will help engage staff and, in the end, save time and money on hiring while filling top-level positions.
3. Effective communication is essential to an organization's growth. Employee creativity would be severely restricted and they would become disengaged if there were any barriers to the upward and downward flow of information. Therefore, those in charge of affairs should make sure that there is an open exchange of information within the company.
4. Gen Y workers never stay in their comfort zones. Rather, they prefer difficult assignments in a nurturing setting. Therefore, businesses in the automotive sector should recognise this and create an environment at work that encourages the development of Innovative Minds.

5. It is a known fact that motivated staff members are an organization's most valuable asset. As a result, businesses ought to look into every avenue to engage them.

9. Conclusion

Human resources are special among all the resources in an organisation because they are used to maximize the organization's potential. In order to use human resources (HR) effectively, they must be properly engaged, focused, and directed towards accomplishing both personal and organizational goals. However, managing employees is a simpler task than engaging them. It's true that actively involving employees is a skill that not everyone can easily acquire. Employee engagement eventually contributes to the organization's overall growth by piquing workers' interest in innovative and productive work. Several elements, including career development, effective communication, and recognition, have been found in this study to be important motivators of employee engagement in the automotive industry. Furthermore, this article has shown that employee engagement contributes to an industry's ability to retain staff. In the automotive industry, career development is a crucial aspect that all companies must priorities, as it serves to reinforce and validate employees' dedication.

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