

A Study on Employee Engagement With Reference To TVS Sundaram Industries Private Limited

P. Aishwarya¹, Dr.S.Rathika²

¹Dept of MBA

²Associate Professor/Head, Dept of MBA

^{1,2}Prince Shri Venkateshwara Padmavathy Engineering College, Chennai -127

Abstract- *This study on employee engagement at TVS Sundaram Industries Private Limited, means the emotional commitment and involvement that employees have towards their work, organization, and its goals. Engaged employees are typically more motivated, productive, and dedicated, leading to higher job satisfaction and overall organizational success. It involves fostering a positive work environment, effective communication, recognition of achievements, and providing opportunities for professional growth.*

A questionnaire has been developed to investigate the level of employee engagement. The questionnaire is distributed to a simple random sample of 200 employees of TVS Sundaram Industries Private Limited.

A study on Employee engagement was conducted at TVS Sundaram Industries Private Limited which is located in Maraimalainagar, Chennai. The objective of study is to determine the engagement impact with ref to TVS Sundaram Industries Private Limited and determined the level of engagement of employees towards the organization. The Data has been analyzed using percentage analysis method and various statistical tools have been used.

Keywords- Employee engagement, emotional commitment, positive work environment.

I. INTRODUCTION

Employee engagement can be defined as the emotional and cognitive commitment that employees have towards their work roles, colleagues, and the overall objectives of the organization. It denotes the extent to which employees feel passionate about their jobs, are committed to the organization's goals and values, and are willing to invest discretionary effort to contribute to its success. Engaged employees are motivated, enthusiastic, and fully absorbed in their work, leading to higher levels of productivity and organizational performance.

II. NEED FOR THE STUDY

Employee engagement is crucial for organizational success as it fosters loyalty, productivity, and innovation. Engaged employees are more likely to go above and beyond, resulting in higher customer satisfaction and retention. Moreover, they contribute to a positive work culture, attracting top talent and reducing turnover costs. This study helps to understand & identify the problematic area and make a plan for improvement. This study helps to retain valued employees and encourages them to effectively attain the organizations goals and objectives.

III.OBJECTIVE OF THE STUDY

- To study the factors impacting employee engagement.
- To analyse and ensure sense of belonging towards the organisation.
- To provide suggestions related to employee engagement initiative.

IV. SCOPE OF THE STUDY

This study helps to realize the importance of effective employee engagement. This research study examines types and level of employee engagement and also discusses management ideas that can be utilized to innovate employee job commitment. It gives us clear idea which provides a wide knowledge which helps us to support future research regarding strategic guidance for organizations which helps to provide different ideology programs in employee engagement.

V. LITERATURE REVIEW

Albrecht et al.(2021), Employee engagement is a psychological state characterized by a sense of energy, enthusiasm, and commitment towards work activities.

Marylene Gagne (2021), Motivation at work: Theory, research, and applications., Employee engagement is the psychological state that occurs when employees feel

connected to and enthusiastic about their work, and are willing to contribute to the organization's success.

Setyo Riyanto, Endri Endri and Novita Herlisha (2021). Effect of work motivation and satisfaction on employee performance: Mediating role of employee engagement. *Perspectives and Problems in Management*, 19(3), 162-174.

Tom Roth (2021),The power of positive leadership.Employee engagement refers to the emotional connection that an employee has to their organization and its goals, resulting in discretionary effort beyond normal expectations.

Bilsky, A., Haenlein, M., & McCabe, S. (2020).Employee engagement: The theoretical foundation of the concept and its operationalization. Employee engagement is the positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption.

Sharon K. Parker et al. (2020) Employee engagement is the degree to which employees are emotionally connected to their work, are committed to the organization's goals and values, and are motivated to contribute to the organization's success.

Moorman and Blakely (2020),Employee engagement is the extent to which employees are motivated to contribute to organizational success and are willing to go above and beyond what is required to achieve success.

VI. RESEARCH METHODOLOGY

Research Methodology:

Research methodology refers to the systematic, theoretical analysis of the methods applied to a field of study. It encompasses the principles, procedures, and strategies employed by researchers to collect, analyze, and interpret data.

Research design:

Research Design refers to the overall strategy and structure of a project. It encompasses the methods and procedures for collecting and analyzing data, aimed at answering specific research questions or testing hypotheses.

Descriptive research has been used in this study, as descriptive studies attempt to obtain a complete and accurate description of this situation. Sampling technique In this study the sampling technique which has been adopted was probability in that simple random sampling was used. A simple random sample is a randomly selected subset of a population.

Sample size:

The sample size is 200.

Statistical analysis:

The role of statistics was been functioning as a tool in, design research, analysing its data and drawing conclusions their form.

The important statistical tool used in the analysis are as follows:

- Percentage method
- Chi- square test
- Correlation analysis
- Regression analysis
- Analysis of variance

a) Percentage method:

The whole sample was calculated into percentage analysis. The answers found through percentage analysis. The percentage method can be calculated by the following:

Percentage = (No of respondents/ Total no of respondents)*100

Chi-Square Test:

The chi-square test is also known as non-parametric test or distribution free test is used when it is impossible to make any assumptions about population or when the researcher is unable to estimate the population's parameters. It has been worked out as follows:

Chi Square = $\sum (O-E)^2/E$

Correlation:

Correlation analysis is made to determine the degree of relationship between two or more variables.

Karl Pearson's coefficient of correlation=

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}$$

Regression:

Regression analysis is a statistical method used to examine the relationship between a dependent variable and one or more independent variables. The primary goal of

regression analysis is to model and analyze these relationships to understand how changes in the independent variables affect the dependent variable

VII. LIMITATIONS OF THE STUDY

- The researcher have to spend more time to explain the study.
- Since the data is collected using questionnaire,there is a possibility of omission of replies altogether for certain items mentioned in the questionnaire.
- The study is restricted to the firm TVS Sundaram Industries Private Limited.

VIII. DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

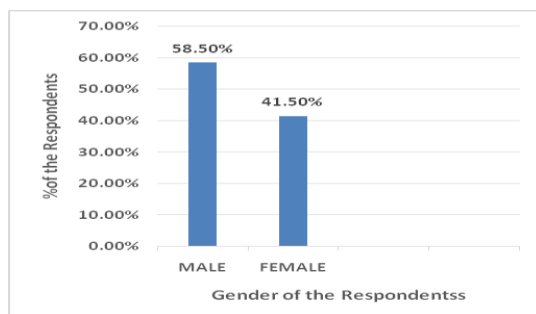
(a) Table showing Gender of the respondents

Sl.no	Gender of respondents	No.of respondents	Percentage
1	MALE	117	58.5%
2	FEMALE	83	41.5%
	TOTAL	200	100%

Interpretation:

It is observed from the above table that,58.5% of the respondents are Male and 41.5% of the respondents are Female.

Chart showing gender of the respondents.



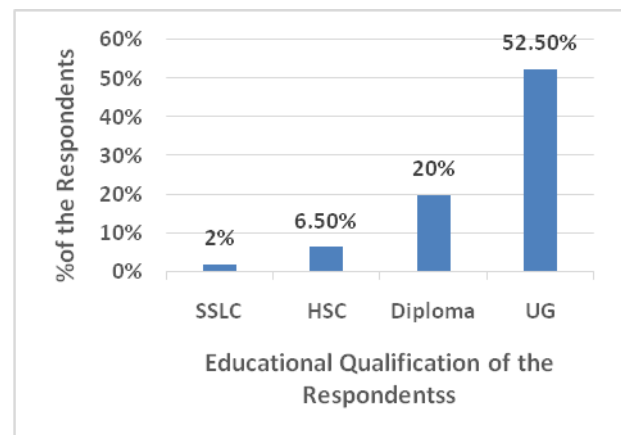
(b) Table showing educational qualifications of the respondents

Si .No	EDUCATIONAL QUALIFICATION	NO. OF RESPONDENTS	PERCENT AGE
1	SSLC	4	2%
2	HSC	13	6.5%
3	Diploma	40	20%
4	UG	105	52.5%
5	PG	38	19%
	TOTAL	200	100%

Interpretation:

It is observed from the above table that, 52.5% of the respondents have UG qualification,20% of the respondents have diploma qualification,19% of the respondents have PG qualification,6.5% of the respondents have HSC qualification, and 2% of the respondents have SSLC qualification.

Chart showing educational qualification of the respondents

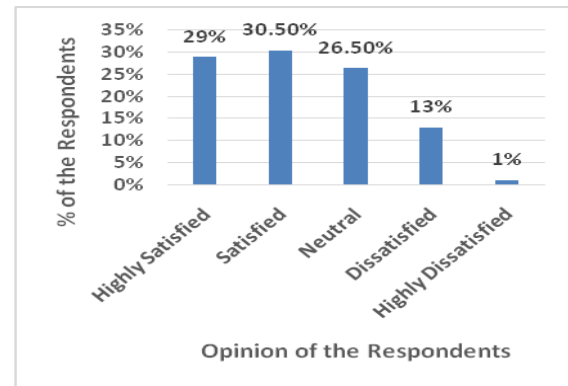


(c) Table showing opinion about flexibility to meet needs of personal life

Si .No	Opinion	No. of respondents	Percentage
1	Strongly Agree	54	27%
2	Agree	73	36.5%
3	Neutral	43	21.5%
4	Disagree	28	14%

5	Strongly Disagree	2	1%
TOTAL		200	100%

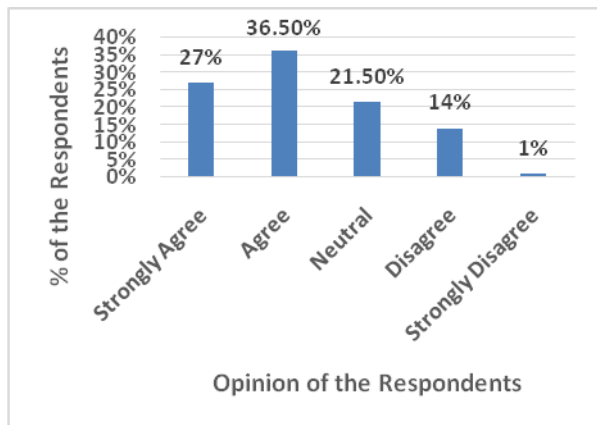
Chart showing opinion about satisfaction towards current role.



Interpretation:

It is observed from the above table that 36.5% of the respondents agree, that they flexible to meet needs of personal life, 27% of the respondents strongly agree, 21.5% of the respondents are neutral, 14% of the respondents disagree and 1% of the respondents strongly disagree.

Chart showing opinion about flexibility to meet needs of personal life.



(e) Table showing opinion about satisfaction with overall work environment

Si .No	Opinion	No. of respondents	Percentage
1	Highly Satisfied	51	25.5%
2	Satisfied	77	38.5%
3	Neutral	40	20%
4	Dissatisfied	29	14.5%
5	Highly Dissatisfied	3	1.5%
TOTAL		200	100%

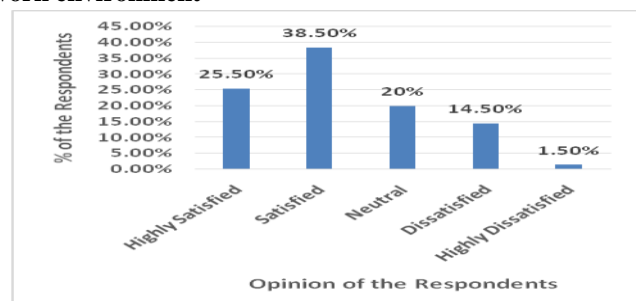
(d) Table showing opinion about satisfaction towards current role.

Si .No	Opinion	No. of respondents	Percentage
1	Highly Satisfied	58	29%
2	Satisfied	61	30.5%
3	Neutral	53	26.5%
4	Dissatisfied	26	13%
5	Highly Dissatisfied	2	1%
TOTAL		200	100%

Interpretation:

It is observed from the above table that, 38.5% are satisfied with the overall work environment, 25.5% of the respondents are highly satisfied, 20% of the respondents are neutral, 14.5% of the respondents are dissatisfied and 1.5% of the respondents are highly dissatisfied.

Chart showing opinion about satisfaction with overall work environment



(f) Table showing opinion about sense of belonging.

Interpretation:

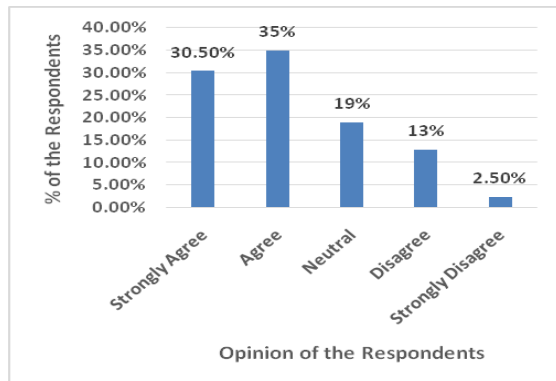
It is observed from the above table that, 30.5% of the respondents are satisfied towards their current role, 29% are highly satisfied, 26.5% are neutral, 13% are dissatisfied and 1% of the respondents are highly Dissatisfied.

Si .No	Opinion	No. of respondents	Percentage
1	Strongly Agree	61	30.5%
2	Agree	70	35%
3	Neutral	38	19%
4	Disagree	26	13%
5	Strongly Disagree	5	2.5%
	TOTAL	200	100%

Interpretation:

It is observed from the above table that,35% of the respondents have agreed, 30.5% of the respondents have strongly agreed they have a sense of belonging,19% of the respondents are neutral,13% of the respondents have disagreed and 2.5 % of the respondents have strongly disagreed.

Chart showing opinion about sense of belonging.



CHI- SQUARE GOODNESS OF FIT

NULL HYPOTHESIS(Ho):

There is no association between the gender of the respondents and flexibility to meet personal needs.

ALTERNATE HYPOTHESIS(H1):

There is a association between the gender of the respondents and flexibility to meet personal needs.

STATISTICAL TEST:

Chi-square test was used for the above hypothesis.
Cases

	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender of the respondents *	200	100.0%	0	0.0%	200	100.0%
Flexibility to meet personal needs						

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	164.452 ^a	4	.000
Likelihood Ratio	213.130	4	.000
N of Valid Cases	200		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is .83.

INTERPRETATION:

Here the significance value occurs at .000 which is less than 0.05.Hence H0 is accepted

Result:

There is noassociation between the gender of the respondents and flexibility to meet personal needs.

COEFFICIENT OF CORRELATION ANALYSIS

NULL HYPOTHESIS(H0):

There is no significant relationship between sense of belonging and satisfaction with overall work environment.

ALTERNATE HYPOTHESIS(H1):

There is a significant relationship between sense of belonging and satisfaction with overall work environment.

STATISTICAL TEST:

Correlation was used for the above hypothesis

Correlations

		Sense of Belonging	Satisfaction with overall work environment
Sense of Belonging	Pearson Correlation	1	.967
	Sig. (2-tailed)		.000
	N	200	200
Satisfaction with overall work environment	Pearson Correlation	.967	1
	Sig. (2-tailed)	.000	
	N	200	200

INTERPRETATION:

Since, correlation point (0.967) is lies between positive values of 1. So the table shows that positive correlation between sense of belonging and satisfaction with overall work environment. Therefore, H0 is rejected and H1 is accepted. Hence there is significant relationship between sense of belonging and satisfaction with overall work environment.

RESULT:

The above table has a Pearson correlation value 1. So, it is a perfect positive correlation

REGRESSION ANALYSIS

NULL HYPOTHESIS(H0):

There may be no relationship between educational qualification and satisfaction with current role.

ALTERNATE HYPOTHESIS(H1):

There may be relationship between educational qualification and satisfaction with current role.

Model Summary^b

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.842 ^a	.709	.482

- a. Predictors: (Constant), Satisfaction towards current role
- b. Dependent Variable: Educational Qualification of the respondents

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	112.003	1	112.003	482.127	.000 ^b
Residual	45.997	198	.232		
Total	158.000	199			

- a. Dependent Variable: Educational Qualification of the respondents
- b. Predictors: (Constant), Satisfaction towards current role

Coefficients^a

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1 (Constant)	2.180	.081		26.825	.000
Satisfaction towards current role	.715	.033	.842	21.957	.000

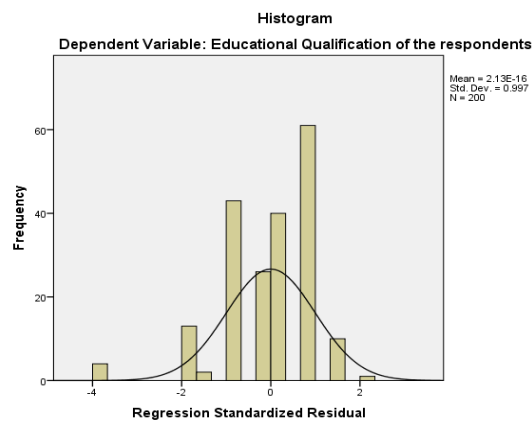
- a. Dependent Variable: Educational Qualification of the respondents

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.90	5.76	3.80	.750	200
Residual	-1.895	1.105	.000	.481	200
Std. Predicted Value	-1.206	2.607	.000	1.000	200
Std. Residual	-3.932	2.292	.000	.997	200

- a. Dependent Variable: Educational Qualification of the respondents

CHARTS



INTERPRETATION:

Here the significance value is .000 which is less than 0.05. Hence H_0 is accepted

RESULT:

There may be no relationship between educational qualification and satisfaction with current role.

IX. FINDINGS

- It is found that majority 58.5% of the respondents are Male.
- It is found that majority 52.5% of the respondents have UG qualification.
- It is found that 38.5% of the respondents are satisfied with the overall work environment.
- It is found that 36.5% agree that they have the flexibility to meet needs of personal life.
- It is found that majority 30.5% of the respondents are satisfied with their current role.
- Majority 30.5% of the respondents have strongly agreed they have a sense of belonging.
- The significance value occurs at .000 which is less than 0.05. Hence H_0 is accepted. There is no association between the gender of the respondents and flexibility to meet personal needs.
- Since, correlation point (0.967) is lies between positive values of 1. Therefore, H_1 is accepted. Hence there is significant relationship between sense of belonging and satisfaction with overall work environment.
- The significance value is .000 which is less than 0.05. Hence H_0 is accepted. Hence there may be no relationship between educational qualification and satisfaction with current r

X. SUGGESTIONS

- More number of engagement programmes may be conducted among the superior and subordinate so as to improve a healthy relationship among them.
- Employees are engaged and satisfied with the workplace, hence the organization must try to maintain the same level of engagement.
- More opportunities for professional growth may be given to make the employees more engaged.

XI. CONCLUSION

The study reveals that the employee engagement is satisfactory. The organization recognizes the importance of employee engagement. Further improvements can be made so that all members are highly satisfied with the procedure. The suggestions and recommendations when implemented will result in better employee engagement.

REFERENCES

- [1] Kothari, Research Methodology, New Delhi: New Age International Publication, second Edition.
- [2] Khanka S.S, Human Resource Management, New Delhi: New Age International Publication, New Edition
- [3] Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2021). Employee engagement: Theoretical foundation of the concept and its operationalization. *Journal of Organizational Behavior*, 42(1), 3-14
- [4] Gagné, M. (2021). Motivation at work: Theory, research, and applications. *Annual Review of the Organizational Psychology and Organizational Behavior*, 8.
- [5] Moorman, R. H., & Blakely, G. L. (2020). Employee engagement: Motivation to contribute to organizational success and go beyond required efforts. *Journal of Applied Psychology*, 105(8), 913-928.
- [6] Parker, S. K., Knight, C., & Harter, J. K. (2020). Employee engagement: Emotional connection, commitment to organizational goals, and motivation to contribute to success. *Annual Review of Organizational Psychology and Organizational Behavior*, 7(1), 1-21.
- [7] Roth, T. (2021). The power of positive leadership: Emotional connection to organizational goals and discretionary effort. *Journal of Organizational Behavior*, 42(3), 321-336.
- [8] Setyo Riyanto, Endri Endri, and Novita Herlisha (2021) - "Effect of Work Motivation and Job Satisfaction on Employee Performance: Mediating Role of Employee Engagement." Published in "Problems and Perspectives in Management," Volume 19, Issue 3, pages 162-174.