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## Research Article

### A STUDY ON IMPACT OF INVOLVEMENT ON EMPLOYEE ENGAGEMENT WITH REFERENCE TO AUTOMOBILE INDUSTRY IN CHENNAI

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#### ABSTRACT

Employee engagement is an emerging concept of today's corporate world that taps all areas of human resource management. The managers have to identify and find out each stage of human resources issues and have to solve it until the employees are not able to engage effectively. The concept of employee engagement depends upon employee's Involvement, commitment, and Organizational practices. Employee engagement is broader in scope and nature. Also, it has the impact on employee's performance. The employees' Involvement is based on the rapport between management and employees. The engaged employees are sentimentally attached to their organization and involved with their job, and they show grand enthusiasm in their work also it leads great success and gives an extra mile in their career. This study sample size is 299 employees from automobile industry in Chennai. The authors used a structured questionnaire to collect data based on the objectives of the research and the Cronbach's alpha was calculated its value is (0.76) by the use of Statistical Package for Social Science (SPSS) version 21.0 the authors were done the Correlation and regression analysis to this study.

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## INTRODUCTION

Employee engagement is emotional based not rational. Unfair comparison, unfair remunerations are causes for disengagement. 80% engagement depends upon the relationship with their immediate boss. Over few decades challenging task of hr is the effective engagement of employees. This task is not alone physical also included mentally and emotionally. During performances, engaged people employ and express themselves physically, cognitively and emotionally. Employees are unique in skill, knowledge, attitude and aspirations. Engagement is a level of commitment and involvement of an employee towards their organizations and values. Engagement is closely associated with job involvement of the employees. Employee engagement strategies enable people to be the best at work, recognizing can only happen if they feel respected, involved, heard, and valued by their management. The real employee engagement is when the business values the employee and the employee values the business" Engaged employees have a sense of personal attachment to their work and organizations; they are motivated

and able to give of their best to help it succeed and from that flows a series of tangible benefits for organizations and individual alike.

## REVIEW LITERATURE

Kejner, L (1965) has conducted a study on the definition and measurement of job involvement the purpose of this study was to analyze the impact of Job involvement on the job performance and to find out the association of Job involvement with employee engagement. Job involvement means individual employees commitment with his job. It is some extent which is affectionate engagement in work and emotionally occupied with their work processes. Job involvement is related to the standardized thing about the work done with good effort. The findings of the study were the involvement determines the employee's engagement and they are worth towards work allotted to them. The employees who felt high involvement on their jobs and they feel work as most important to their life and it makes them perform well and it is much needed to retain their self-esteem.

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Lawler. E.E.III. (1986) has done a study on high involvement management, described the impact of involvement, the aim of the study was to describe the association between involvements on EE and to analyze the impact of involvement on the satisfaction of the employees. By the Employee involvement employees are empowered to take decisions, organizational information shared with them, technical and life skill training given to them and rewards to them those who performed well and utmost care is taken from the top to the bottom levels of the organization. All the practices are to attract the employee's involvement, through that successfully engaging the employees and to achieve the goals of the organization.

Paullay *et al.* (1994) have done a research on job involvement and work engagement, the author defined job involvement as the intention with cognition preoccupied and engaged with the concern of their current job and the degree of importance of their work will be high in naturally. Also, it plays a vital role in employee's performance and satisfaction. Employees with high involvement will support their organization and also they believed organization's values and willing to contribute and take care of its future. The employee involvement correlated with employee satisfaction and it leads employee engagement.

Purcell.J.*et al* (2003), has conducted a research on Understanding the People and Performance Link: unlocking the Black Box, the purpose of the study is to analyze the factors influencing the involvement and employee engagement and to examine the impact of employee's involvement on employee engagement. This study reveals that many factors positively linked with employee engagement among that, the employee's involvement is most powerful and got importance in their work. The involvement level is high means their performance and engagement level also high and to boost up the employee's involvement the communication playing a vital role and it leads effective engagement.

Mohsen. F. (2004). Has done a research on Are Employee Motivation, involvement Commitment, and Job Involvement Inter-related: Evidence from Banking Sector of Pakistan, the objectives of the study is to analyze the impact of job involvement on the J and to find out the relationship of involvement and employee engagement. 250 bank employees are selected as respondents to this study by Stratified random sampling method and correlation and Regression analysis was used by SPSS version 16 to find the results. The findings of the study were the employee's involvement has more impact on the employee engagement and it makes the employees perform well and involved employees only engaged in their jobs and the organization also appreciate them by paying more salary and respect to them. The Involvement of the employees is base to all factors like employee's commitment, job satisfaction, and performance and employee engagement.

Robinson *et al* (2004), has described in the drivers of employee engagement about the involvement of manager's effective communication is the solution to the employee engagement and to its effective implementation the organization have to make awareness about engagement among the employees and create a two-way affiliation of employees with the employer. Also, managers have to explain the importance of engagement and the real value of the employees to the organization. The employees may feel as valued means automatically they got

involved and engagement will be fruitful. This study found the direct relationship between involvement and engagement. The value and engagement level of employees will be measured by training and development, communication and job satisfaction of employees, these things make them feel as valued and push them to engagement.

**OBJECTIVES OF THE STUDY**

1. To study about employee engagement practices in the automobile industry at Chennai.
2. To study employees' involvement in the organization with relation to Engagement.
3. To identify the key strategies to improve Involvement and Engagement in the automobile industry at Chennai.

**Sampling Plan**

In this study convenient sampling was adopted the researcher selected employees n random manner and distributed the Questionnaire for the survey during their shift hours without affecting their organizational objectives. Inconvenience method, employees who were at their work in the sampling location during the chosen time intervals were selected. 356 questionnaires were distributed due to unfilled data 14 was rejected, so the total sample is 342.

**Data Collection Instrument and Tools Used**

Because the questionnaire was based on actual strategy rather than retention theory, design issues were to some extent demanding. The design had to be formulated from scratch using a combination of factors identified from the literature study. The questionnaire was, however, designed with simplicity in mind. Much effort was put in ensuring that there is a balance between simplicity in design and focusing on answering the research problem. The responses obtained were analyzed using SPSS Version.21. To ascertain which of the employee's retention factor criteria are perceived as more or less important, the data were analyzed using descriptive statistics and Correlation and Regression analysis. These techniques were deemed to be appropriate for this particular analysis because the main purpose of this thesis is to explore the main determinate of employee engagement.

**Testing of Hypothesis**

Ho –There is no significant relationship between Involvement and Employee engagement.

H1 – There is a significant relationship between Involvement and Employee engagement.

**Table 1** Correlation among selected determinants and Involvement

| Determinants       | Involvement |           |
|--------------------|-------------|-----------|
|                    | R – Value   | P - Value |
| Leadership         | .304        | .000      |
| Attitude           | .381        | .000      |
| Career development | .447        | .000      |
| Recognition        | .345        | .000      |
| Pay benefits       | .246        | .000      |
| Job satisfaction   | .307        | .000      |

Source: Primary data, \*\* Significant at five percent level

To test the correlation between independent variables on dependent variable Pearson correlation was applied. The

independent variables of the study were Leadership, Attitude, Career development, Recognition, Pay benefits and Job satisfaction and the dependent variable is Involvement. The following Hypothesis was formulated to test the relationship.

Ho – There is no relationship among the selected study variables and Involvement.

From the result, it was observed that there was a positive correlation between all dependent variables and Involvement. It implies that all independent variables contribute to Involvement. All independent variables are having lowest r-value ( $r < 0.40$ ) that is Leadership r value = .304, Attitude r value = .381, Career development r value = .447, Recognition r value = .345, Pay benefits r value = .246 and Job satisfaction r value = .307. This implies that it contributes less to Involvement. From the p-value in the correlation matrix, it was observed that the level of all independent variables was significant at 0.001 levels. Hence, the null hypothesis was rejected. So it is concluded that there is a significant relationship between Leadership, Attitude, Career development, Recognition, Pay benefits and Job satisfaction with Involvement.

**Table 2** Effect of Leadership, Attitude, Career Development, Recognition, Pay benefits and Job satisfaction on Involvement.

| R                 | R Square | Adjusted R Square | Std. Error of the Estimate | F value | P value |
|-------------------|----------|-------------------|----------------------------|---------|---------|
| .603 <sup>a</sup> | .364     | .352              | .50896                     | 31.920  | .000*   |

Source: Primary data, \* Significant at one percent level

**Table 3** Coefficient

| Variables          | B    | Std. Error | BETA | T -Value | P-Value |
|--------------------|------|------------|------|----------|---------|
| (Constant)         | .169 | .260       |      | .649     | .517    |
| Leadership         | .299 | .049       | .303 | 6.093    | .000    |
| Attitude           | .307 | .066       | .246 | 4.669    | .000    |
| Career development | .325 | .050       | .328 | 6.457    | .000    |
| Recognition        | .075 | .065       | .066 | 1.148    | .252    |
| Pay Benefits       | .006 | .035       | .009 | .167     | .867    |
| Job satisfaction   | .017 | .073       | .014 | .227     | .820    |

There are many factors that influence the involvement. To test the influence of independent variables on dependent variable Regression analysis was applied. The independent variables taken up for the study are Leadership, Attitude, Career Development, Recognition, Pay benefits and Job satisfaction and the dependent variable is involvement. Based on the variables taken up for the study the Regression equation and hypothesis were framed below.

$$Y (\text{Involvement}) = b_0 + b_1 \text{Leadership} + b_2 \text{Attitude} + b_3 \text{Career Development} + b_4 \text{Recognition} + b_5 \text{Pay benefits} + b_6 \text{Job satisfaction} + \text{Standard errors.}$$

Ho10: Leadership, Attitude, Career Development, Recognition, Pay benefits and Job satisfaction do not influence the Involvement. From the ANOVA table, the R square value was .364. It implies that independent variables explain 36 percent of the variance in Involvement. The value of “F” is found to be significant at 0.001 level. So there is an influence of independent variables namely Leadership, Attitude, Career Development, Recognition, Pay benefits and Job satisfaction on dependent variable Involvement. So the Hypothesis is rejected at one percent level.

From the Beta value, it is further observed that Career development (.328) is found to be a most significant related factor affecting the Involvement. The Leadership (.303) is the second important factor, followed by Attitude, Recognition, Job satisfaction and Pay benefits. So Career development and Leadership had a notable influence on the Involvement. The Career development has highly influenced the Involvement and the Pay benefits influenced by least. From the significant value, it is found that three factors namely Career development, Leadership and Attitude are strongly significant at 0.001 percent level and three factors namely Recognition, Pay benefits and Job satisfaction are not significant. The Involvement of the respondents is expressed by the equation.

$$Y (\text{Involvement}) = 0.169 + (.325) \text{Career Development} + (.307) \text{Attitude} + (.299) \text{Leadership} + (.075) \text{Recognition} + (.017) \text{Job satisfaction} + (.006) \text{Pay benefits} + (.260) \text{Standard error.}$$

From the equation it is observed that to have one unit increase in Involvement, the following variables namely Career Development, Attitude, Leadership, Recognition, Job satisfaction and Pay benefits are increased by .325, .307, .299, .075, .017, .006 respectively, while the other factors remain constant.

**Findings**

From the result, it was observed that there was a positive correlation between all dependent variables and Involvement. All independent variables are having lowest r-value ( $r < 0.40$ ) that is Leadership r value =.304, Attitude r value =.381, Career development r value =.447, Recognition r value =.345, Pay benefits r value =.246 and Job satisfaction r value =.307. This implies that it contributes less to Involvement. It proves there is a significant relationship between Leadership, Attitude, Career development, Recognition, Pay benefits and Job satisfaction with Involvement.

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.075, .017, .006 respectively, while the other factors remain constant.

## CONCLUSION

The employee's Involvement is the main motto of any organization, to improve that engagement used as one tool. Engagement and Involvement are two sides of the same coin. Where engaged employees are existing there only activities are fruitfully getting done. If they can performing with full swing. In the present scenario, the drivers of engagement are Involvement and loyalty, other employees. They are playing vital role in achieving work goals and stimulate personal growth, learning, and development. In addition, they can utilize resources with optimum manner. Particularly they have motivational potential in the face of high job demands. Further, engaged employees do seem to differ from other employees in terms of their personal characteristics. Finally, engaged workers possess more personal resources, including optimism, self-efficacy, self-esteem, resilience, and an active coping style. These resources seem to help engaged workers to control and impact upon their work environment successfully.

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