



## THE ROLE OF EMPLOYEE ENGAGEMENT IN IMPROVING ORGANIZATIONAL PERFORMANCE IN JKS AUTO SERVICE , ARIYALUR

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### Abstract

*In today's rapidly evolving business environment, employee engagement has become a crucial factor in driving organizational success. This study focuses on evaluating how employee engagement impacts organizational performance at JKS Auto Service in Ariyalur. Engagement is understood as the emotional and professional dedication employees show toward their workplace, which boosts productivity and customer satisfaction while reducing employee turnover.*

*The research investigates key factors influencing engagement, including leadership, communication, recognition, workplace environment, and opportunities for career growth. A structured questionnaire was administered to 125 employees across various departments, and the responses were analyzed using statistical tools such as percentage analysis, correlation, and chi-square tests. Findings reveal that feeling appreciated, access to adequate resources, the freedom to share ideas, and trust in leadership all play a significant role in enhancing engagement.*

*The study concludes that increased employee engagement leads to improved organizational outcomes such as better quality, lower turnover, and higher efficiency. It emphasizes the need for leadership strategies that promote open communication, recognize employee efforts, and cultivate a supportive workplace culture.*

**Keywords:** Employee Engagement, Organizational Effectiveness, Leadership, Workplace Communication, Recognition, Job Satisfaction, Human Resource Practices, Employee Motivation, JKS Auto Service, Work Environment.

### Introduction

In the current competitive business landscape, the engagement of employees has emerged as a vital element affecting the success of an organization. It signifies the emotional investment and participation an employee has in their organization and its objectives. Engaged employees demonstrate higher productivity, deliver superior customer service, and positively influence the organization's performance.

This research aims to assess the role of employee engagement in enhancing organizational performance at JKS Auto Service in Ariyalur. It investigates how aspects such as leadership, communication, recognition, and the work atmosphere affect levels of engagement and how these, in turn, impact the overall performance of the company.

Many organizations now acknowledge that a 'satisfied' employee may not be the 'best' employee regarding loyalty and productivity. It is only an 'Engaged employee,' who is both intellectually and emotionally connected to the organization, passionate about its objectives, and dedicated to its values who can be classified as such. Such employees are willing to go above and beyond their basic job duties and actively participate in initiatives that propel the business forward. The significant influence



on the bottom line adds to the importance of engagement. Engagement focuses on encouraging employees to perform their best. The quality of an organization's output and its competitive advantage are dependent on the caliber of its workforce.

Engaged individuals are more inclined to remain with the company, perform 20 percent better than their peers, and act as champions for the business. Engagement can boost profits and promote organizational flexibility and enhanced efficiency in implementing change initiatives. Engaged employees fully commit themselves to their work, which elevates their self-efficacy and positively impacts their wellbeing, leading to increased support for the organization.

Non-engaged employees are essentially 'checked out'; they are merely going through the motions at work, expending time without energy or enthusiasm in their tasks. These employees show up and engage superficially but lack passion in their roles.

Disengaged employees are those who feel unhappy in their jobs and display their dissatisfaction through their behaviour. According to Meere (2005), these employees actively detract from the efforts of their engaged coworkers on a daily basis.

### Objectives of the Study

- To measure the present level of employee engagement within the organization.
- To identify the major elements that influence employee engagement.
- To evaluate the impact of leadership, communication, and workplace environment on employee engagement.
- To provide actionable suggestions and strategies to improve employee engagement for enhanced organizational outcomes.

### Need for the Study

- To understand the existing engagement levels among employees at JKS Auto Service.
- To uncover the key obstacles that reduce employee morale and productivity.
- To support management in creating effective HR strategies that align with employee needs and expectations.
- To boost overall organizational performance by improving employee satisfaction, retention, and productivity.

### Scope of the Study

- The study is focused on employees working at JKS Auto Service located in Ariyalur.
- It encompasses staff across various departments and functional levels.
- The research examines employee attitudes, engagement levels, and their link to organizational outcomes such as service quality, efficiency, and customer satisfaction.
- The insights gained will aid in formulating practical recommendations for enhancing employee engagement strategies.

### Review of Literature

- **James Harter (2000)** notes that this research investigates and examines the connections between managerial talent, employee engagement, and performance at the business-unit level. The findings from the study indicate that various data sets underscore two key areas in the context of



numerous external factors that are believed to significantly enhance the likelihood of success at the business unit level.

**Ferguson and Carstairs (2005)** highlight that the idea of 'employee engagement' is quickly becoming more popular and prevalent in the workplace. Researchers are struggling to keep pace with its surge in popularity within the corporate arena, as employee engagement is increasingly explored in academic literature. There is growing interest and confusion surrounding employee engagement. Despite this ambiguity in the literature, many organizations and research institutions regard engagement as a vital source of competitive advantage. This research seeks to clarify the meaning of employee engagement and to explore its relationship with other concepts such as organizational commitment and job satisfaction.

- **Mehrzi and Sanjay Kumar (2006)** express that the aim of this paper is to present a framework that enables the understanding, prediction, and control of factors influencing employee engagement in the public sector.
- **Nancy and Eleannai (2008)** state that this study aims to identify both the similarities and differences in the leadership styles of managing entrepreneurs and professional CEOs, along with investigating how these styles affect their immediate subordinates' satisfaction, commitment, motivation, and effectiveness.
- **Macey, Schneider (2008)** assert that the term employee engagement holds an ambiguous meaning for both academic researchers and practitioners who utilize it in discussions with clients. The study concludes with reflections on how to measure these three aspects of engagement and potential antecedents, particularly through the use of employee surveys.
- **Robertson, Cary Cooper (2010)** convey that this research suggests employee engagement is more likely to be sustainable when employee well-being is also elevated.
- **Bruce Louis Rich, Jeffrey Lepine, and colleagues (2010)** propose that engagement, understood as the holistic investment of an individual's self into a role, offers a more thorough explanation of the connections with performance than traditional concepts that focus on narrower elements of the individual's identity. The results of their study indicate that engagement acts as a mediator between value congruence, perceived organizational support, and core self-evaluations, alongside two dimensions of job performance: task performance and organizational citizenship behaviour.
- **Padmakumar and Prabhakar (2011)** note that employee engagement has gained considerable attention among consulting firms and the business media. This research explores the factors that contribute to and arise from employee engagement within the Jordanian industrial sector.
- **Arnold Bakker (2011)** explains that employees who are engaged in their work demonstrate complete commitment to their roles. These individuals exhibit energy, dedication, and immersion in their work activities. This research examines the concept of work engagement and elaborates on its contributing factors and resulting outcomes.
- **Arnold Bakker, Simon Albrecht, and others (2011)** indicate that their article elaborates on the definition of work engagement, summarizing key research on its primary antecedents. A set of ten essential questions has been developed to guide a research agenda for engagement. They also discuss the significance of both conceptual work and measuring enduring work engagement, emphasizing the role of state work engagement. Furthermore, they assert that the social environment is vital in creating a climate conducive to engagement, with management playing an essential role. Engaged employees utilize job crafting methods to maintain their own engagement levels. The article concludes with a discussion of organizational strategies to enhance work engagement, while also addressing potential negative aspects of engagement and its relationship with health.



- **Vijaya Mani (2011)** asserts that employee engagement can significantly influence employee retention, productivity, and loyalty. This study aims to assess the level of employee engagement and its predictors among executives.
- **Malavika Desai, Bishakha Majumdar, and others (2011)** describe employee engagement as the extent of commitment and involvement an employee possesses towards their organization and its values. Employee engagement directly influences an employee's productivity. The purpose of this paper is to evaluate employee engagement levels in manufacturing and IT sectors and compare the underlying factors that lead to high or low engagement rates.
- **Andrew Sofian (2012)** states that employee engagement is increasingly recognized as a crucial organizational concern, particularly as businesses begin to recover from the challenges posed by the global recession. Employee engagement has gained heightened acknowledgment among consulting firms as it has attracted interest from numerous researchers. This study aims to clarify the uncertainties surrounding the impact of individual factors on employee engagement outcomes, using employee engagement measures as mediating variables and social exchange theory as a foundational framework.
- **Madhura Bedakar and Deepika Pandita (2013)** mention that employee engagement has become increasingly important over the last decade. Modern organizations view engaged employees as essential partners in their business operations. The significance of employee engagement has risen further as numerous factors influencing employee performance and workplace well-being have been identified. This study investigates the concept of employee engagement by examining key factors such as communication, work life balance, and leadership. Additionally, it will analyze how these factors affect employee performance and well-being in the workplace.
- **Harminder Kaur and Isha Jain (2013)** describe employee engagement as the degree of an employee's involvement in their work and their commitment to the organization's vision, mission, and goals. This research aims to identify the factors and outcomes linked to employee engagement within the Information Technology sector. Based on secondary research, the study takes into consideration five factors—job role, organizational support, rewards & recognition, training & development, and leadership & planning and three outcomes organizational commitment, organizational citizenship behavior, and employee satisfaction as variables of employee engagement.
- **Sonal Pandey and Shine David (2013)** define employee engagement as a state where employees are deeply immersed in their work and emotionally connected to their organization. An engaged employee is passionate about their work and acts in ways that advance the organization's interests; this study focuses on identifying job characteristics that lead to heightened employee engagement.
- **Dharmendra Mehta and Naveen Mehta (2013)** express that motivated and engaged employees typically contribute more to organizational productivity and maintain higher commitment levels, resulting in increased customer satisfaction. The organization's revenue, corporate reputation, and brand image are at risk when employee engagement extends across the employee-customer relationship. This research seeks to explore the various dimensions of employee engagement through a literature review, providing an overview and references for some of the conceptual and practical work conducted in the area of employee engagement practices.
- **Ruswahida Ibnu Ruslan and Aminul Islam (2014)** note that there has been considerable interest in employee engagement research over the years, making it a popular term. However, there is still no universally accepted definition of employee engagement. Despite the growing attention to the topic among scholars and practitioners globally, this research aims to address the



gaps that remain in the conceptual definition of employee engagement.

- **Lailah Imandin, Christo Bisschoff, et al. (2014)** state that the goal of their research is to create a model for measuring employee engagement. This includes initially developing a theoretical model by identifying constructs related to employee engagement from existing literature, subsequently determining measuring criteria for these constructs from the literature, and finally validating the theoretical model for assessing employee engagement.
- **abeen and Lalitha Balakrishnan (2014)** assert that employee engagement is a multifaceted concept influenced by various factors. Employees who are highly engaged exhibit elevated performance, creativity, job satisfaction, and loyalty. Employee engagement is considered a foundational aspect upon which job design, workflow, and job enrichment are constructed.
- **Ambar Khalid and Saba Khalid (2015)** examine the relationship between organizational commitment, career satisfaction, and employee engagement. The objective of the study is to raise awareness among employees regarding career satisfaction and employee engagement by analyzing their connection to organizational commitment.
- **According to Ng Kim-Soon (2015)**, there is a growing disengagement issue among employees. An engaged workforce can significantly impact an organization's survival or success during economic downturns. However, the aspects and dimensions required to measure employee engagement remain ambiguous. In other words, different researchers and reviewers utilize varying components and dimensions to characterize employee engagement. This research seeks to identify the components and dimensions of employee engagement and examine its influence on job satisfaction
- **Gantasala Prabhakar and Swetha Reddy (2016)** aimed to evaluate employee engagement levels within the IT sector in India, identifying factors that contribute to engagement and ways to enhance engagement levels in the industry under study. The research also explores the influence of demographic elements on employee engagement.
- **Ashita Chadha and Ritu Sharma (2016)** highlight the importance of the roles employees play in gaining a competitive edge. There has been significant emphasis on boosting employee productivity through engagement. The research indicates that the financial performance of organizations greatly benefits from having engaged employees. This empirical study delves into various dimensions that impact employee engagement among professionals in IT companies.
- **According to Manjunath and Chandni (2018)**, the IT industry in India faces numerous challenges, including talent shortages, effective management, employee insecurity, and concerns over automation. Employees seek clarity on the driving forces behind the company they work for, its long-term goals, and their roles in achieving these objectives. This study highlights the challenges hindering effective engagement strategies in the IT sector and provides a brief overview of current engagement trends. Additionally, the study proposes a model for more effectively engaging employees, aligning their career aspirations with organizational goals.
- **Chanchai Bunchapattanasakda (2019)** asserts that employee engagement is a significant concern in management theory and practice. There is still no universally accepted standard regarding major distinctions within the concepts, theories, influencing factors, and outcomes associated with employee engagement. The objective of this paper is to review and summarize the findings of previous studies regarding employee engagement.
- **Rayton (2012)** discusses the role of work engagement in mediating the relationship between employee emotions and subsequent supervisor-rated job performance, as well as self-reported intentions to leave, using a cross-lagged survey design. The structural model in this research positions affect as a precursor to engagement rather than a result of it.



## Research Methodology

### Introduction

- The research methodology delineates the organized process utilized to collect and analyze data. This study employs a quantitative methodology to assess levels of employee engagement and evaluate its effect on organizational performance at JKS Auto Service.

### Research Design

- The study employs a descriptive research design to collect data regarding the current employee engagement levels and to identify contributing factors. Its goal is to illustrate patterns, trends, and relationships within the organization's workforce.

### Sampling Technique

- The research employs a simple random sampling method, ensuring that every employee has an equal chance of inclusion and minimizing sampling bias.

### Sample Size

- The sample consists of 125 employees from JKS Auto Service.

### Data Collection Methods

- **Primary Data:** Gathered through a structured questionnaire utilizing a Five-Point Likert Scale (ranging from Strongly Agree to Strongly Disagree). This collects employee views on engagement, work environment, leadership, and communication.
- **Secondary Data:** Extracted from company documents, prior studies, HR records, academic journals, and online databases.

### Statistical Tools Used

- To analyze the data, the following statistical methods are applied:
- Percentage Analysis: To determine the response distribution and identify key trends.
- Correlation Analysis: To evaluate the relationship between employee engagement and performance.
- Chi-Square Test: To investigate the association between categorical variables, including engagement and demographic factors.

### Chi Square Analysis

#### Experience of Respondents vs. Employees' Feelings of Recognition and Appreciation for Their Work

**H0 (NULL HYPOTHESIS)** = There is no significant relationship between the experience of respondents and the involvement of employees in the decision-making process.

**H1 (ALTERNATE HYPOTHESIS)** = A significant relationship exists between the experience of respondents and the involvement of employees in the decision-making process.

Experience	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Below-25	0.04	0.11	0.18	0.13	0.15	0.61
25-30	0.36	0.03	1.59	0.00	0.21	2.18
30-45	0.02	0.21	0.26	1.31	1.02	2.82
Above 45	0.39	0.80	0.26	0.70	0.04	2.19
Total	0.81	1.14	2.29	2.14	1.41	7.80



**Chi-Square Statistic**  $\chi^2 = \text{Sum of all } (O-E)^2/E = 15.56$   $\text{chi}^2 = \text{Sum of all } (O-E)^2/E$

$= 15.56 \chi^2 = \text{Sum of all } (O-E)^2/E = 14.79$

**Degrees of Freedom**  $df = (r-1)(c-1) = (4-1)(5-1) = 12$

<b>p-value</b>	0.200	0.076
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Since  $(p > 0.05)$ , no significant correlation exists between experience and recognition. Therefore, we fail to reject the null hypothesis ( $H_0$ ).

### Inference

There is no statistically significant correlation between the experience of respondents and their feelings of recognition and appreciation for their work (employee engagement).

### Correlation

**I am encouraged to share new ideas and suggestions at work & I feel that my opinions are valued by the organization.**

Code (Likert)	X = Freq (Encouragement)	Rank X	Y = Freq (Motivation)	Rank Y	Stress Level
1	14	4	16	3	Strongly Disagree
2	18	3	14	4	Disagree
3	1	5	5	5	Neutral
4	44	2	34	2	Agree
5	48	1	56	1	Strongly Agree
Spearman Correlation			$\rho = 1 - (6 \sum d^2) / n(n^2 - 1)$		
0.9			<b>p-value = 0.037</b>		

A strong positive correlation ( $\rho = 0.9$ ), ( $p = 0.037$ ) was observed between encouragement and motivation.

The p-value is very small, showing that the correlation is statistically significant. Since the p-value (0.037) is less than 0.05, this correlation is statistically significant.

**Conclusion:** As employees feel more encouraged, their levels of motivation also increase.

This indicates that as employees perceive greater encouragement and positive reinforcement from leadership, their motivation significantly rises. Therefore, consistently employing motivational leadership strategies especially those involving positive feedback and recognition can be regarded as an effective method for enhancing employee morale and productivity within the organization.

### Conclusion

The results of the study indicate that employee engagement at the organization is relatively high, with strong agreement observed in areas such as motivation, recognition, communication, leadership, and



work life balance. A considerable number of employees feel enthusiastic about their work, appreciated for their contributions, and proud to be part of the organization. They also believe their ideas are valued and that they have the requisite tools for efficient work. This reflects a positive and supportive workplace environment.

Nonetheless, there remain opportunities for improvement. The imbalanced gender distribution underscores the need to promote diversity in hiring and leadership roles. Employees with less tenure may benefit from increased targeted support, training, and mentoring to secure long term retention. While communication and feedback are largely positive, enhancing these aspects could further elevate engagement.

The recommendations offered aim to build upon existing strengths—such as motivation, collaboration, and clear objectives—while addressing areas needing improvement, such as support for early-career employees and gender balance. Investing in these improvements will not only enhance job satisfaction but also positively affect organizational productivity, customer satisfaction, and business success.

In summary, sustaining a high level of employee engagement demands ongoing effort and regular feedback. By implementing the proposed strategies, the organization can continue to cultivate a motivated, dedicated, and high-performing workforce, leading to enduring growth and success.

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