

## A Study on Employee Engagement on Automobile Industry during Covid-19

*Anil Kakur*

KLE Society's Institute of Management Studies and Research, Hubli

Email: anilkakur123@gmail.com

*Prof Aruna Battur*

Assistant Professor

KLE Society's Institute of Management Studies & Research, Hubli

[arunabatturimsr@mail.com](mailto:arunabatturimsr@mail.com)

### Abstract

The Automotive industry is a major industrial and economic force worldwide. The research is based on the "Employee Engagement at automobile industry". Employers play a major role in engaging their employees in the organization Employee Engagement would be possible if employees stay in the respective organization for longer duration. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The objectives of the study is to understand the employee engagement in automobile industry, To Study the impact of employee engagement on employee productivity, To understand the employee engagement practices at automobile industry. The need of the paper is essential for improved performance of an organization. The company employing people has expectations from them above performance and behavior at work, similarly employees also expect good working condition and incentives to be motivated to give them best. In this context there is a need to study employee engagement identify the area to develop employee engagement practices. The employee engagement has become very important in current pandemic. So this is one of the major need of the study, It gives the insights about Employee Engagement practices done in organization during Covid-19. Employee engagement is a positive attitude held by the employee towards the organization with his/her trademark values. The practice of employee engagement can improve organizational citizenship behavior. This study gives an answer that employees who demonstrate higher levels of engagement would much contribute to their organizations with organizational citizenship behavior level higher. Employee engagement is positively related to organizational citizenship behavior. Employee engagement has a vigorous role in creating a successful corporation. Employees are the pillars behind the success of every organization. Now a day's every company is taking several measures to implement the good ideas to the employees to stay fit in the competition.

### *Keywords*

*Employee Engagement, Employee Productivity, Employee engagement during Covid-19*

## *Introduction*

Employee Engagement is a workplace approach resulting in the right conditions for all members of an organization to give their best each day. Employee Engagement is based on trust, integrity, a two-way commitment and communication between an organization and its members. It is an approach that increases the chances of business success, contributing to organizational and individual performance, productivity and well-being.

From an employer's point of view, employee engagement is concerned with using new measures and initiatives to increase the positive emotional attachment felt and therefore productivity and overall business success. An engaged workforce produces better business results, does not hop jobs and more importantly, is an ambassador of the organization at all points of time.

Engaged employees are perceived to form a part of an organization's brand and an engaged, happy workforce can have a knock-on effect on customer retention, recruitment of key talent and the ability to attract new customers in a world where a company's values are crucial to the consumers. The definitions, as seen, focus on the employer as well as the employee. Today's millennial workforce is more informed, connected, willing to work given learning opportunities. Personal growth, opportunities to learn and explore is becoming a primary driver. Equity more than pay is a driving force. Catering to the changing needs to foster engaged employees is the need of the hour.

Critics question whether employee engagement is compatible with the naturally competitive business environment, whether positive emotional attachments result in increased productivity and whether there is sufficient ROI on employee engagement initiatives to make them worthwhile.

## *Literature Review:*

The study says that when people are engaged, work feels lighter in every way. If the company want greater productivity levels for its business, it try working on increasing its employees levels of engagement in their jobs by giving them challenging, fulfilling work, sharing responsibility for decisions and outcomes & by providing training and opportunities for advancement. The organization should give their employees the tools they need to work from home efficiently and safely. These tools can make your employees more productive, better able to support customers and better able to collaborate

Then Mobile Learning Management System capabilities are increasingly popular, as they allow the employees to learn on their own devices where and when they like. Instead of completing training earlier at Friday afternoon, they can do the same tasks on a long flight or in a cab. Some solutions even allow for content to be consumed offline, giving users unparalleled flexibility.

Rewards and prizes play a major role in employee engagement. The organization should find out the best talents and best workers in the organization and if the company gives rewards and prizes then the employees feel proud about themselves, it will be very helpful for the employee engagement. Every employee has a set of goals and responsibilities they need to work on. One of the biggest contributing factors to falling engagement levels, is the confusion over what one's role actually is. So as per the

study, clarifying the organization goals and responsibilities to employees helps to reach the organization goal which plays a major role in employee engagement.

### *Importance Of Employee Engagement :*

As a manager, keeping your employees engaged is perhaps the biggest challenge you face. It is also a huge opportunity to gain long term commitment and discretionary effort from your team. That effort will ultimately lead to higher sales and fewer mistakes. There is more and more convincing evidence that improving employee engagement can significantly improve the company's performance across several key areas, such as;

Profitability

Productivity

Customer Satisfaction

Innovation

Health and Safety

Sickness and Absence

Turnover and Wellbeing

### *Important Aspects Employee engagement:*

The nature of the job itself.

Whether the employee feels mentally stimulated.

The trust and communication between the employees and the management.

The ability of an employee to see how their own work contributes to the overall company performance.

The opportunity of growth within the organization.

The level of pride an employee has about working or being associated with the company.

### *Ten C's of employee engagement.*

**Connect** – In a company, every employee should be valued and these values come with a good relationship that is possible through good connections.

**Carrer** – Every employee looks for career growth. It is possible only when the employees are given an opportunity to perform challenging tasks in their respective domains.

**Clarity** – The mission and vision of the company should be clear to every employee so that they can plan their goals with respect to their career growth.

**Convey** – In any company, communication should be maintained transparent to avoid any misunderstanding. Conveying information in a clear manner is an extremely important function.

**Congratulate** – Every employee should be congratulated and appreciated, when they produce extraordinary work output. It keeps them motivated.

**Contribute** – Being a leader, it is mandatory for any manager to support and contribute their subordinates in achieving their goals.

**Control** – Being in control helps in performing a task in a balanced way and produce successful output. Hence, a leader should always encourage his employees to be in control while taking any official decision.

**Collaborate** – Trust is an important binding factor that helps in collaborating all the employees together for achieving the goals for themselves and for the organization.

**Credibility** – In any organization, every employee should be ethical and honest, where the leader is credible for the employees.

**Confidence** – Confidence among employees is very important for the betterment of the organization. So, it is the primary role of a leader to instill confidence among the employees.

### *Benefits of Employee Engagement*

#### *Employee Satisfaction*

Research indicates that if employees are engaged with the company, their job satisfaction levels increase. Employees that are engaged and satisfied are very invested in the success of the business and have a high level of commitment and loyalty. Satisfied employees play a key role in your organization, as the ambassadors of the company. They promote and support the company's mission, strategy and brand.

#### *Productivity*

Engaged employees are often top performers, those committed to 'Going the Extra Mile' to achieve business success. As an employee becomes more engaged their absenteeism lowers and their motivation increases leading to increased productivity. What this means is that the more engaged the employee is the more efficient and driven to succeed they become. As per a research done by the Hay Group 'The offices with engaged employees were as much as 43% more productive'.

#### *Retention & Recruitment*

Retaining good employees is a key to the success of every business. Employees who are engaged significantly lower the risk of turnover for the company. As engaged employees are more invested in the success of the company, they also become more loyal. Simply put, when employees are satisfied and engaged they are far more likely to stay with the organization. Coupled with retention, businesses that have a highly engaged workforce have an increased ability to attract new, qualified employees.

### *Innovation*

There is a close relationship between innovation and employee engagement. Engaged employees perform at a higher level and bring passion and interest to their job, which often leads to innovation in the workplace. As highly engaged employees feel they have a real stake in the organization, they strive to efficiently create new products, services and processes. Collaboration in the workplace amongst engaged employees and top management also leads to overall organizational growth.

### *Profitability*

Companies with more engaged employees tend to have higher profitability rates. When the employees are engaged, they become more productive and efficient, positively affecting the company's bottom line. Increased performance and innovation can also be a factor in improving the work and organizing it in a way that everything gets done.

### *Objectives Of the Research:*

- To understand the employee engagement in automobile industry.
- To Study the impact of employee engagement on employee productivity.
- To understand the employee engagement practices at automobile industry.

### *Research Methodology*

#### *Data collection Method:*

#### *Secondary Data:*

Secondary data are those which have already been collected by someone else and which have already been passed through the statistical process.

In my research the following are the sources of secondary data, **Internet and websites.**

### *Limitations Of Research:*

Because of time constraint, only 12 articles are taken for the research.

1. Data collection is only through internet and articles.

### *Findings in the Research:*

Organizations are introducing new forms of training programs to help employees. From webinars, LIVE sessions for new-skill training to online counseling sessions are being brought alive every day.

The important thing is to educate employees about COVID-19 and its precautions through webinars with doctors, recurrent announcements through notifications and digital activities that can be accessed consistently on mobile.

From the study it is found that organization stay in touch with their employees. Work with them to build the future of their organization.

It is found that ‘work from home’ has become a mainstream practice and many experts argue that remote working is here to stay for long.

The world continues to stay indoors to combat any further spread of the novel corona virus, employers need to innovate to inspire, encourage, and engage their workforce.

It is found that more than 90% of companies started their work at home program, the first issue they deal with is getting computers, internet access, and tools into people’s homes.

Once people started working at home, companies immediately discovered issues in social isolation, stress, and time management.

As per the study there more than 70 percent of business owners believe employee engagement has directly driven greater business success. Employee engagement presents the company with a distinct set of advantages over the competition

### **Suggetions**

The companies should protect and safeguard their business is through collaborating and staying connected with the employees and frequently devising newer and stronger ideas and solutions to challenges as and when they arise.

The company should research and share inspiring stories, case studies of people around the world coming together to battle this pandemic collaboratively so that the employee will feel better and think in positive way.

A Company should use medium like a private company RADIO can be interactive and help listen to the concerns of employees; make announcements on relevant topics have song dedications and contests to lighten the mood.

The company should chart a plan for each employee’s learning and development through e-learning courses that help them up skill, have refresher training or simply interact with colleagues to unwind.

The company should connect with employees by some activities like , If the entire team is working remotely, find new ways to connect. Set a daily time to share things like how they are maintaining physical fitness at home, what their binge-watching, or enjoy a virtual lunch together.

The company should share there are some major process for organizations to align and be congruent with empathy, values and purpose: The first important thing is to 'Discover' what is important from each individual to align on purpose. Then 'Define 'what this means in the context of strategy and how the organization competes. Then 'Develop 'a plan to align the purpose-based values and empathy at the core of how everything is done. Finally 'Deploy 'how we do things around here, through the actions of every employee, every day.

### *Conclusion*

Employee engagement is a positive attitude held by the employee towards the organization with his trademark values. The practice of employee engagement can improve organizational citizenship behavior. This study gives an answer that employees who demonstrate higher levels of engagement would much contribute to their organizations with organizational citizenship behavior level higher. Employee engagement is positively related to organizational citizenship behavior. From these results it can be concluded that when employees are empowered, they will show organizational citizenship behavior is the same as when employees have supportive leadership.

The study explored the linkages between engagement and discretionary behavior of employees. The study revealed that the outcome of employees' satisfaction over the work environment and workplace climate affects employees' organizational citizenship behavior. The study has also confirmed the proposition that engagement and work excellence of employees are closely associated; the drivers of engagement can positively influence the employees.

At the end the study concludes that Employee engagement has a vigorous role in creating a successful corporation. Employees are the pillars behind the success of every organization. Now a day's every company is taking several measures to implement the good ideas to the employees to stay fit in the competition

### *References*

Priti Singh (26<sup>th</sup> April, 2020), Covid-19: The Evolution Of Employee Engagement. *People Matters*.

Pooja Bajaj Chadha (1st April, 2020), Covid 19: Employee Engagement Amidst Work From Home. *BW People*.

Joshbersin (25th April, 2020), Covid-19 May Be The Best Thing That Ever Happened To Employee Engagement. *Business Trends*

Chris Yates (30th April, 2020), Covid-19 Could Redefine Employee Engagement. *World at work*.

Jocelyn Stange (29th April, 2020), How To Engage Employees During Covid-19

*Quantum Workplace*.

Marlies Pellikaan (29th April, 2020), How To Keep Your Employees Engaged During The Covid - 19 Pandemic. *Effectory*.

Kartikay Kashyap (23rd September 2019), How Does The Automobile Industry Keep Its Employees Engaged During Crisis?, *HRKatha*.

P.Shalini and A.Nasima (2018), The Antecedents Of Employee Engagement In An Automobile Industry. *ISSN: 1314-3395 (on-line version), Volume 119 No. 18*.

Mike Kappel (04th June 2018), How To Establish A Culture Of Employee Engagement. *HRKatha*

Jeremy Goldman (26th July 2018), The Way To Solve Your Employee Engagement Problem. *Inc*.

John Boinott (18th December 2018), 5 Ways Employee Engagement Makes Your Company More Competitive. *Entrepreneur*

Tim Eisenhauer (, 23rd February 2020), 499 Employee Engagement Ideas.

*Axero solutions*

### *WebSites*

<http://bwpeople.businessworld.in/article/COVID-19-The-Evolution-Of-Employee-Engagement/26-04-2020-190293/>

<http://bwpeople.businessworld.in/article/COVID-19-Employee-Engagement-Amidst-Work-From-Home-/01-04-2020-187944/>

<https://joshbersin.com/2020/04/covid-19-may-be-the-best-thing-that-ever-happened-to-employee-engagement/>



<https://www.worldatwork.org/workspan/articles/covid-19-could-redefine-employee-engagement>

<https://www.quantumworkplace.com/future-of-work/how-to-engage-employees-during-covid>

<https://www.effactory.com/knowledge/how-to-keep-your-employees-engaged-during-the-covid-19-pandemic/>

<https://www.hrkatha.com/features/how-does-the-automobile-industry-keep-its-employees-engaged-during-crisis/>

<https://acadpubl.eu/hub/2018-119-18/1/6.pdf>

<https://www.forbes.com/sites/mikekappel/2018/01/04/how-to-establish-a-culture-of-employee-engagement/#6fcd90e08dc4>

<https://www.inc.com/jeremy-goldman/how-to-leverage-technology-to-solve-your-employee-engagement-problem.html>

<https://www.entrepreneur.com/article/324907>

<https://axerosolutions.com/blogs/timeisenhauer/pulse/206/499-employee-engagement-ideas-the-ultimate-cheat-sheet-your-team-will-love>