

Research Paper

A PROJECT REPORT ON “IMPACT OF EMPLOYEE ENGAGEMENT” AT HARSHA TOYOTA

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ABSTRACT

A crucial driver of organizational performance in today's competitive corporate climate is employee engagement. The relationship between employee engagement and organizational success at Harsha Toyota, a major Indian automobile dealership, is examined in this research. Engagement factors including job satisfaction, dedication, communication, and participation in decision-making affect productivity, customer satisfaction, operational efficiency, and financial performance.

Data were obtained from a representative sample of employees of Harsha Toyota drawn from across departments, using a structured questionnaire together with interviews of management and an examination of performance records. The study finds that employee engagement positively affects organizational performance, including efficiency, customer service, and financial success.

The report identifies the key engagement behaviours that improve performance and offers practical suggestions for strengthening employee engagement. These suggestions are intended to assist human resource professionals and business executives in making effective use of human capital for organizational development.

KEYWORDS

Employee Engagement, Organizational Performance, Job Satisfaction, Employee Commitment, Workplace Communication, Motivation, Retention, Human Resource Management, Harsha Toyota.

I. INTRODUCTION

Employee engagement is an idea drawn from business management. An engaged employee is one who is passionate about his work and who will act in the best interests of the organization. According to Scarlett Surveys, employee engagement is a measurable degree of an employee's positive or negative emotional attachment to his job, his colleagues, and his organization, which profoundly influences his willingness to learn and to perform at work.

Engagement therefore differs from employee happiness, from motivation, and from corporate culture. Kahn (1990) defined engagement in the workplace as the harnessing of the selves of organizational members to their work roles, observing that individuals participate physically, intellectually, and emotionally in the performance of those roles. Csikszentmihalyi (1975, 1990)

developed the related concept of flow, which he described as the holistic sensation experienced when a person is fully engaged in an activity, and which requires minimal conscious control in order to sustain.

In the automobile dealership business, where employees interact directly with customers and where service quality is a principal source of competitive advantage, the level of employee engagement assumes particular importance. An engaged workforce is more likely to deliver consistent service, to remain with the organization, and to contribute ideas for improvement. It is against this background that the present study examines the impact of employee engagement at Harsha Toyota.

II. NEED FOR THE STUDY

Employee engagement refers to the dedication of an employee to his organization and to its principles, and to the extent of his participation in its affairs. The development of a mature level of engagement involves a two-way interaction between the employer and the employee, and engagement therefore serves as a measure of the strength of an individual's ties to the organization. A motivated employee collaborates with his colleagues in order to enhance job performance and thereby benefits the organization as a whole. According to research conducted by the Forum Corporation, managers exercise the greatest influence upon the level of engagement of their subordinates. A study of the factors that determine engagement is therefore of considerable practical value to the organization.

III. STATEMENT OF THE PROBLEM

Organizations frequently invest in welfare measures, training programmes, and incentive schemes without a clear understanding of which of these actually raise the level of employee engagement. Engagement is influenced by a variety of factors, including the recognition accorded to employees, the quality of communication with superiors, the opportunities available for development, the fairness of the benefits offered, and the extent to which the opinions of employees are taken into account. The relative weight of these factors is seldom examined systematically.

At Harsha Toyota it is not clearly established which of these dimensions contribute most to engagement, nor whether the existing practices of the organization adequately address the expectations of its workforce. In the absence of such an assessment, disengagement may remain undetected until it manifests itself as reduced productivity, poorer customer service, or higher attrition. The problem addressed in this study is therefore that of identifying the factors influencing employee engagement at Harsha Toyota, measuring the levels of engagement across those factors, and recommending measures by which engagement may be strengthened.

IV. OBJECTIVES OF THE STUDY

- To examine the variables that affect the level of employee engagement.
- To examine the organizational culture prevailing at Harsha Toyota.
- To determine the extent of employee participation in the workplace.
- To recommend employee engagement activities on the basis of the data collected.

V. SCOPE OF THE STUDY

This project provides substantial knowledge in the area of human resource management, and in particular with respect to employee engagement. The study applies to all middle management and lower-level staff of the organization, but does not extend to temporary workers. It is intended to enable researchers and practitioners to learn about the tools, regulations, and characteristics by which employee engagement may be increased within an organization.

VI. LIMITATIONS OF THE STUDY

- The study was conducted within a period of forty-five days, which restricted the depth of the investigation.
- The survey sample was limited to fifty respondents on account of the time required for the sorting and analysis of responses.
- The responses of participants to the questionnaire may be affected by personal bias.
- The findings are confined to a single organization and may not be applicable to other firms or industries.

VII. REVIEW OF LITERATURE

Employee engagement is a subject of considerable interest among human resource professionals, business owners, and academics throughout the world (Baldev and Anupama, 2010). Academic scholars and practitioners have described it in differing terms, and the definition, measurement, and conceptualization of employee engagement have evolved as the subject has gained in popularity. Since engagement is a comparatively recent expression, a universally accepted definition of it is difficult to arrive at (Macey and Schneider, 2008).

Kahn (1990) was the first scholar to describe employee engagement as the commitment of workers to their organization and to its values, together with their participation in its affairs. Zinger (2010) describes employee engagement as the art and science of engaging people in genuine and acknowledged connections to strategy, roles, performance, organization, community, relationships, customers, development, energy, and ultimate outcomes.

Baig (2010) observes that employee engagement supports individual growth, mutual trust and understanding between employers and workers, and the contribution of employees under healthy working conditions. Bhatla (2011) states that engagement is a matter of psychological commitment to the activity undertaken, which is manifested in devotion to one's work. Mani (2011) notes that an engaged employee is aware of the business environment and collaborates with other workers in order to enhance job performance for the benefit of the firm.

Rashid, Asad, and Ashraf (2011) define engagement as the disposition of workers to work honestly, dutifully, and with ambition. Robertson (2012) treats employee involvement as an innovative idea that boosts job satisfaction. Kruse (2012) describes employee engagement as the emotional commitment of an employee to the organization and to its aims, observing that such commitment increases productivity and profitability. Lupfer (2012) states that employee engagement exists where workers connect positively with consumers and with the firm, while Swarnalatha and Prasanna (2012) define engagement in terms of the favourable behaviour of workers towards their organization and the morale that accompanies it.

VIII. RESEARCH METHODOLOGY

Research Design

The study adopts a descriptive research design, which is used to describe the levels of employee engagement prevailing at Harsha Toyota and to identify the factors that influence those levels.

Sources Of Data

Primary Data: Qualitative methods of data collection are time-consuming, and data are therefore usually collected from a smaller sample than would be the case with quantitative approaches. The benefit of such research is that the information obtained is richer and possesses deeper meaning. The principal method of data collection in this study was a questionnaire survey administered among the employees of the organization.

Secondary Data: Secondary data consist of information already recorded and subjected to prior statistical analysis. Such data were collected from data banks, internet sources, business articles, business periodicals, and the annual reports of the company.

Sampling

Sampling is necessary since it is not practicable to collect data from the whole of an organization. A small representative sample may serve the purpose. A sample is a group taken from a larger population, and the group so selected should be a miniature cross-section, genuinely representative in character. The sample selected for the present study consists of fifty respondents.

Tools For Data Analysis

The data collected are analysed using percentage analysis. The responses to each statement in the questionnaire, recorded on a five-point scale, are tabulated and expressed as percentages of the total number of respondents, and the results are interpreted accordingly.

IX. DATA ANALYSIS & INTERPRETATION

Table 1: At Work, I Have the Opportunity to Do What I Do Best Every Day

S. No.	Options	No. of Responses	Percentage
1	Strongly disagree	10	20%
2	Disagree	0	0%
3	Neither agree nor disagree	0	0%
4	Agree	16	30%
5	Strongly agree	24	50%
	Total	50	100%

INTERPRETATION: The results indicate that the statement received generally positive feedback, with 80% of the participants agreeing to some degree, of whom 50% strongly agreed and 30% agreed. However, 20% of the participants strongly disagreed, which shows that there is some opposition to the statement. There were no neutral or merely disagreeing responses. Overall, the data suggest strong support for the statement, with a minority of participants in strong disagreement.

Table 2: The Mission or Purpose of My Organization Makes Me Feel My Job Is Important

S. No.	Options	No. of Responses	Percentage
1	Strongly disagree	0	0%
2	Disagree	0	0%
3	Neither agree nor disagree	0	0%
4	Agree	8	18%
5	Strongly agree	42	82%
	Total	50	100%

INTERPRETATION: The results indicate overwhelming agreement with the statement. With 82% of the participants strongly agreeing, the statement received strong support. Only 18% of the participants agreed without doing so strongly, and there were no neutral or opposing responses. This suggests that the statement is widely accepted and viewed positively, with little or no disagreement.

Table 3: There Is Always Someone at Work Who Encourages My Development

S. No.	Options	No. of Responses	Percentage
1	Strongly disagree	2	2%
2	Disagree	8	18%
3	Neither agree nor disagree	15	30%
4	Agree	10	20%
5	Strongly agree	15	30%
	Total	50	100%

INTERPRETATION: The responses indicate a mixed opinion on the statement. There is a significant neutral group, amounting to 30% of the respondents, who neither agreed nor disagreed. Thirty per cent of the participants strongly agreed and 20% agreed, showing a measure of positive sentiment. On the other hand, 18% disagreed and only 2% strongly disagreed, which indicates a smaller group of negative responses.

Table 4: At Work, My Opinions Seem to Count

S. No.	Options	No. of Responses	Percentage
1	Strongly disagree	7	15%
2	Disagree	4	10%
3	Neither agree nor disagree	7	15%
4	Agree	14	30%
5	Strongly agree	18	30%
	Total	50	100%

INTERPRETATION: The responses show a generally positive inclination towards the statement, with 30% agreeing and 30% strongly agreeing, so that 60% of the participants supported the statement. However, 15% of the participants strongly disagreed and 10% disagreed, reflecting a

minority of disagreement, while a further 15% of the participants were neutral. The results suggest that although the statement is generally well received, there is a small group of participants who disagree or who remain neutral.

Table 5: The Benefits Offered Here Are Fair and Reasonable

S. No.	Options	No. of Responses	Percentage
1	Strongly disagree	5	5%
2	Disagree	35	80%
3	Neither agree nor disagree	0	0%
4	Agree	5	10%
5	Strongly agree	5	5%
	Total	50	100%

INTERPRETATION: The data reveal a clear negative response to the statement, with 80% of the participants disagreeing. Only 10% of the participants expressed agreement, and a small 5% strongly agreed. The absence of neutral responses suggests that the participants felt strongly about the statement, either disagreeing or agreeing, with a clear tendency towards disagreement. The results therefore show a dominant negative opinion regarding the fairness and reasonableness of the benefits offered by the organization.

X. FINDINGS

- The majority of the employees believe that the company has helped them to build their skill sets and has provided training that is of value to them.
- Senior managers feel that the mission and vision of the company make their work important.
- Employees believe that their supervisors, or someone else at work, care about them as individuals.
- Employees believe that their colleagues are committed to doing quality work.
- Employees believe that senior management is open and transparent in its communication.
- Employees believe that the company is a good place in which to work and that it enjoys a good image and reputation.
- Superiors are supportive and assist their subordinates in achieving their objectives.
- The performance appraisal and training programme is appreciated by the employees, who consider that they have benefited from it.
- A substantial majority of the respondents, amounting to 80%, disagreed that the benefits offered by the organization are fair and reasonable, which is the single most negative response recorded in the survey.
- Thirty per cent of the respondents were neutral on the question whether there is someone at work who encourages their development, indicating that developmental support is inconsistent across the organization.
- The time available for collecting information from the employees was very limited.

XI. SUGGESTIONS

In most of the findings the majority of the employees have given a positive response. However, in respect of those statements which received less than a substantially positive response, the company would do well to concentrate its attention. The following suggestions are accordingly offered.

- The company needs to review the fairness and adequacy of the benefits it offers, since this was the area in which employee dissatisfaction was most pronounced.
- The company should focus on its retention policies, and should ascertain the reasons for which employees choose to remain with the organization.
- The employees should be aligned with the values of the organization with the help of counselling, so that they may identify themselves more closely with the company.
- The employees should be given greater flexibility in the manner and method by which they deliver their best work.
- It is important to make the employees feel that their contribution is valuable and important to the company.
- Supervisors and managers should meet the employees at regular intervals in order to discuss improvements in the company and at the workplace, as well as matters affecting their standard of living and family circumstances.
- The gap between managers and employees should be reduced by raising the level of engagement, for instance by conducting extra-curricular activities such as social and cultural programmes.
- Those employees who feel that their ideas or their work are not recognised or appreciated should be encouraged by being made to feel that both they and their ideas are important to the company.
- A healthy and congenial environment should be created at the workplace.
- Employees who find their work monotonous should be encouraged to take part in extra-curricular activities.

XII. CONCLUSION

Every organization seeks to remain ahead in a competitive market, and to that end it requires a well-engaged workforce. The engagement of employees depends upon a number of different aspects, as has been examined in the course of this research. There is no doubt that well-engaged employees constitute a valuable asset to the company, and that the prospects of growth of the organization increase correspondingly.

Every organization should therefore understand the importance of engaged employees and should implement appropriate policies for the effective engagement of its workforce. The present study finds that Harsha Toyota possesses a substantially engaged body of employees, which will assist the organization in its growth. At the same time, the study identifies certain areas, and in particular the fairness of the benefits offered and the consistency of developmental support, in which the organization would benefit from focused attention, since these were the areas in which the responses of employees were least favourable.

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