



A Study on Employee Engagement in Rane Brake Lining

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Abstract: The study sought to explore the impact of organizational culture, leadership, and communication on employee engagement and performance in Rane Brake Lining. It focused on identifying the factors that foster employee engagement and how this engagement affects their performance. Key findings indicated that employees in the company are engaged due to effective leadership, clear communication between management and employees, a good recognition system, and adequate employee participation in decision-making. Only a small number of employees disagreed with these statements. The study demonstrated a connection between employee engagement and performance, highlighting the importance of designing and implementing an effective employee engagement strategy for both employee and organizational success.

Keywords: Employee engagement, sampling technique, empowerment

I. INTRODUCTION

Employee engagement refers to the enthusiasm and commitment an employee has for their job. It plays a crucial role in a company's success due to its connection with job satisfaction and morale. Engaged employees tend to be more productive and perform better. Their emotional or intellectual investment is vital for the organization's success. Positive feelings employees have towards their company and employers significantly impact customer satisfaction, service quality, loyalty, and engagement. Moreover, engagement encourages employees to perform at their best, learn new skills, and complete tasks with innovative ideas.

II. STATEMENT OF THE PROBLEM

Employee engagement has become increasingly popular in recent years. Organizations aim to assess and enhance employee engagement through various surveys and tools to remain competitive and boost performance. Ensuring the right person is in the right job is crucial, as engagement impacts workplace productivity, product quality, and time management. In the auto parts industry, employee engagement is particularly significant, and low engagement in Corporate HR is a growing concern that must be addressed.

III. OBJECTIVES OF THE STUDY

A. Primary objective

A Study on Employees Engagement towards Rane Brake Lining Limited.

B. Secondary objective

- To understand how organizational culture influences employee engagement.
- To understand how effective communication practices impact employee engagement.
- To investigate how leadership recognition and appreciation efforts affect employee engagement.

C. Scope of the study

Utilize surveys to gauge employee perceptions of the organizational culture and how it affects the engagement of the employees. Explore how effective communication practices contribute to transparency, trust, and employee involvement. Study how recognition from leadership affects employee engagement.

D. Limitations of the study

The study is limited to Rane Brake Lining Limited and may not be generalizable to other organizations. Potential bias in survey and interview responses due to employee perceptions and attitudes towards the research process. Limited resources may restrict the extent of data collection and analysis.

IV. REVIEW OF LITERATURE

V.Siva Kumar (2017): This research indicates that high employee engagement boosts organizational growth and serves as an effective retention strategy. The findings reveal that employee engagement in private banks is lacking. Engaged employees are less likely to leave and are more likely to exhibit innovative work behaviors.

Fernandez (2018) highlights the difference between job satisfaction, a well-recognized concept in management, and engagement, arguing that employee satisfaction is not the same as employee engagement. Since managers cannot rely solely on employee satisfaction to keep top talent, understanding and fostering employee engagement becomes crucial.

Saks (2018) suggests that organizational commitment is distinct from engagement because it pertains to an individual's feelings and attachment to their organization. In contrast, engagement is more than just an attitude; it represents the extent to which a person is dedicated to their work and immersed in fulfilling their role.

Robinson et al. (2019) defined Employee engagement as the positive attitude employees have towards their organization and its values. Engaged employees actively respond to the business environment and collaborate with colleagues to enhance job performance, benefiting the organization. To foster engagement, organizations need to make efforts to develop and encourage it, which involves a mutual relationship between the employer and the employee.

Miles (2019) defined Engagement as the active participation of employees in high-engagement initiatives that foster empathy, negotiation, feedback, and accountability. This involvement empowers individuals to creatively support their subunits, teams, and personal roles within the significant changes occurring in the organization. It involves encouraging employees to contribute not only with their minds and bodies but also with their hearts.

V. Vijay Anand & C.vijay Banu (2019): demonstrates that Employee Engagement plays a crucial role in the long-term success of all organizations. Factors such as job satisfaction, rewards and recognition, opportunities for growth, teamwork, and effective communication positively impact Employee Engagement, making it an effective tool for retaining employees.

Indranil et al. (2019), Worker engagement measures an employee's dedication to their organization. Despite various engagement strategies used by managers, employee performance remains a concern for many organizations. A survey of 148 respondents collected data on relevant variables and underwent standard statistical analysis. The analysis revealed significant relationships between gender, age, experience, and recognition programs. The study recommends that organizations provide development and improvement opportunities to enhance employee skills and performance.

S.Kiruthika and Dr.V.Kavitha (2020): According to this study, pay and benefits have the greatest impact on employee engagement. The research indicates that factors such as job role, work environment, training and development opportunities, relationship with supervisors, are also linked to employee engagement.

Dr.Samuel obino mokayo (2020): According to their research, Employee Engagement is significantly affected by personal growth and development, performance management, remuneration, and recreational facilities. They found that remuneration has the greatest impact on Employee Engagement, while recreational facilities have the least influence.

Dillard et al. (2021), the significant interest in employee engagement since the 1990s but highlights the limited understanding of the role of identity in this context. It argues that since engagement involves being oneself at work, identity aspects such as race and gender must be considered. The study used an intersectional qualitative framework with diverse public service employees to explore how identity influences engagement experiences. The findings revealed that identity profoundly impacts engagement conditions, suggesting the need for further identity-based research to enhance engagement theory and practice.

Pratibha et al. (2022), the study examines how employee benefits, work environment, and development impact organizational engagement, hypothesizing a positive relationship. Data from Indian professionals were analysed using SPSS and various statistical tests. Findings indicate that, unlike benefits, work environment and development positively affect engagement. Employees value healthy work environments and development opportunities more than benefits for long-term engagement.

Shabana et al. (2023), The paper examines how perceived organizational and supervisor support affect employee engagement and job satisfaction in SMEs in Gujarat, India, based on Social Exchange Theory and Organizational Support Theory. Using survey data from 353 employees analysed through Structural Equation Modelling, it finds that both types of support enhance employee engagement. This engagement, in turn, positively influences job satisfaction. The study underscores the importance of support in organizations regardless of size.

Humeera et al (2023), Employee engagement is a pressing concern for companies worldwide, drawing attention in both managerial and academic circles. Employers who demonstrate concern and respect for their employees tend to experience

higher levels of dedication, motivation, and attentiveness through social interactions. Effective Human Resource Management (HRM) strategies, such as career growth opportunities, job security assurances, and fair performance assessments, play a pivotal role in promoting employee engagement. These strategies indicate to employees that they are valued and respected, leading to increased loyalty and contributions to the organization. This study seeks to enrich existing literature by pinpointing essential HRM practices that enhance employee engagement and foster a stronger sense of belonging, security, and commitment in the workplace.

Silva et al. (2023), Leadership plays a crucial role within organizations, where effective leadership fosters employee commitment and involvement through honest, trusting relationships. Authentic leadership, known for its effectiveness in enhancing work engagement, interacts with this dynamic in intricate ways. Previous research indicates that positive work experiences can enhance personal fulfillment, as employees integrate their work into their personal identity. The current study explores how authentic leadership impacts work engagement, examining the roles of meaningful work and work-life balance as intermediaries. In a survey involving 292 employees, the research reveals a significant positive correlation between perceived authentic leadership and work engagement, both directly and through these intermediaries. The findings suggest implications for human resource management, highlighting the importance of fostering supportive work environments to bolster employee engagement.

Lemon et al. (2023), This study explored how employees perceive engagement using a co-creational approach. Through 32 phenomenological interviews, it was found that engagement begins with dialogue and active listening. While formal internal communication plays a role in meaning-making, dialogic interactions are more influential. The findings highlight a paradox between co-creational and functionalistic approaches, suggesting a new theoretical perspective on how employees understand their engagement.

V. RESEARCH METHODOLOGY

A. *Introduction about the study*

Research methodology refers to a structured approach used to address research problems, comprising steps typically adhered to by researchers to study the issue and justify their methods. It encompasses various dimensions and methodologies that form an integral part of research, thereby expanding its scope.

B. *Research Design*

A research design involves structuring conditions to collect and analyze data efficiently, aiming to streamline procedures. It represents careful planning for gathering pertinent data and determining analytical methods.

Descriptive research design

This study employs descriptive research, involving various types of surveys and fact-finding inquiries.

C. *Data collection method*

The study is done by using the two data collection methods. They are

1. Primary data
2. Secondary data

Primary data

Primary data refers to information that is gathered firsthand and directly for the first time. In this study, a structured questionnaire was employed to gather primary data from the participants.

Secondary data

Secondary data refers to information that is no longer current, sourced from journal articles, company records, websites, and research conducted by previous scholars.

D. *Development of questionnaire*

The questionnaire used in the study is composed of two parts. The first part contains demographic questions including age, gender, marital status, education, experience and designation. The second part consists of dimensions like leadership, culture and communication. A five-point Likert scale from strongly disagree to strongly agree was used to measure the responses.

E. *Sampling design*

The questionnaire was addressed to 110 employees of Rane Brake Lining. The sampling unit consists of executive staffs and workers at Rane Brake Lining. The sampling technique used here was Stratified Sampling method (Random sampling).

Sample size

The study is based on the engagement of employees in Rane Brake Lining. The sample was collected from 110 employees of Rane Brake Lining.

F. Tools used for analysis

- *Percentage method*

The percentage method is utilized to determine the precise percentage of the data sampled, facilitating straightforward graphical representation. Below are the formulas used.

$$\text{Percentage of respondent} = \frac{\text{No. of respondent}}{\text{Total no. of respondents}} \times 100$$

- *Chi-square Test*

The chi-square test was conducted to examine the relationship between demographic variables and different aspects of the program. Here are the formulas used:

$$x^2 = \sum \frac{(O - E)^2}{E}$$

- *ONE-WAY ANOVA*

ANOVA generates an F-statistic, which is the ratio of the variance observed among group means to the variance observed within individual samples. When the means of the groups originate from populations with identical mean values, the variance among these group means should be smaller compared to the variance within the individual samples. Here are the formulas used for ANOVA.

$$F \text{ value} = \frac{\text{Variance 1}}{\text{Variance 2}} = \frac{\sigma_1^2}{\sigma_2^2}$$

VI. DATA ANALYSIS AND INTERPRETATION

TABLE I
 AGE OF THE RESPONDENTS

AGE	REEPONDENTS	PERCENTAGE
18 – 25	34	30.9%
25 – 32	39	35.5%
32 – 40	19	17.3%
Above 40	18	16.4%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 30.9% of the respondents age group 18-25, 35.5% of the respondents age group 25 – 32, 17.3% of the respondents age group 32 – 40 and remaining 16.4% of the respondents age group Above 40.

Majority 35.5% of the respondents age group 25 – 32.

TABLE II
 GENDER OF THE RESPONDENTS

GENDER	REEPONDENTS	PERCENTAGE
Male	82	74.5%
Female	28	25.5%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 74.5% of the respondents are male and remaining 25.5% of the respondents are female.

Majority 74.5% of the respondents are male.

TABLE III
MARITAL STATUS OF THE RESPONDENTS

MARITAL STATUS	RESPONDENTS	PERCENTAGE
Married	86	78.2%
Unmarried	24	21.8%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 78.2% of the respondents are married and remaining 21.8% of the respondents are unmarried.

Majority 78.2% of the respondents are married.

TABLE IV
QUALIFICATION OF THE RESPONDENTS

QUALIFICATION	RESPONDENTS	PERCENTAGE
Diploma	37	33.6%
Ug	44	40.0%
Pg	14	12.7%
Others	15	13.6%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 33.6% of the respondents qualification diploma,40.0% of the respondents qualification UG,12.7% of the respondents qualification PG and remaining 13.6% of the respondents qualification others.

Majority 40.0% of the respondents qualification UG.

TABLE V
DESIGNATION OF THE RESPONDENTS

DESIGNATION	RESPONDENTS	PERCENTAGE
Executive/Engineer	42	38.2%
Sr.Executive/Sr.Engineer	34	30.9%
Asst.Manager	21	19.1%
DGM	13	11.8%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 38.2% of the respondents are executive/engineer,30.9% of the respondents are Sr.Executive/Sr.Engineer,19.1% of the respondents are Asst.Manager and remaining 11.8% of the respondents are DGM.

Majority 38.2% of the respondents are executive/engineer.

TABLE VI
WORK EXPERIENCE OF THE RESPONDENTS

WORK EXPERIENCE	RESPONDENTS	PERCENTAGE
Below 1 year	29	26.4%
1 – 3 years	43	39.1%
3 – 5 years	22	20.0%
Above 5 years	16	14.5%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 26.4% of the respondents have below 1 year experience, 39.1% of the respondents have 1-3 years of experience, 20.0% of the respondents have 3-5 years of experience and remaining 14.5% of the respondents have above 5 years of experience.

Majority 39.1% of the respondents have 1-3 years of experience.

TABLE VII
BELIEVE THAT THE ORGANIZATIONAL CULTURE

ORGANIZATIONAL CULTURE	RESPONDENTS	PERCENTAGE
Strongly Disagree	4	3.6%
Disagree	17	15.5%
Neutral	38	34.5%
Agree	31	28.2%
Strongly Agree	20	18.2%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 3.6% of the respondents are strongly disagree, 15.5% of the respondents are disagree, 34.5% of the respondents are neutral, 28.2% of the respondents are agree and remaining 18.2% of the respondents are strongly agree.

Majority 34.5% of the respondents are felt neutral with organizational culture.

TABLE VIII
VALUED AND APPRECIATED FOR CONTRIBUTIONS AT WORK

CONTRIBUTIONS AT WORK	RESPONDENTS	PERCENTAGE
Strongly Disagree	9	8.2%
Disagree	11	10.0%
Neutral	30	27.3%

Agree	37	33.6%
Strongly Agree	23	20.9%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 8.2% of the respondents are strongly disagree, 10.0% of the respondents are disagree, 27.3% of the respondents are neutral, 33.6% of the respondents are agree and remaining 20.9% of the respondents are strongly agree.

Majority 33.6% of the respondents are agreeing with valued and appreciated for contributions at work.

TABLE IX

FEEL THAT COLLEAGUES IN ORGANIZATION COLLABORATE AND WORK AS A TEAM

WORK AS A TEAM	REEPONDENTS	PERCENTAGE
Strongly Disagree	8	7.3%
Disagree	9	8.2%
Neutral	28	25.5%
Agree	26	23.6%
Strongly Agree	39	35.5%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 7.3% of the respondents are strongly disagree with colleagues in organization collaborate and work as a team, 8.2% of the respondents are disagree with colleagues in organization collaborate and work as a team, 25.5% of the respondents are neutral with colleagues in organization collaborate and work as a team, 23.6% of the respondents are agree with colleagues in organization collaborate and work as a team and remaining 35.5% of the respondents are strongly agree with colleagues in organization collaborate and work as a team.

Majority 35.5% of the respondents are strongly agreed with colleagues in organization collaborate and work as a team.

TABLE X

ORGANIZATION SUPPORT A HEALTHY WORK-LIFE BALANCE

WORK-LIFE BALANCE	REEPONDENTS	PERCENTAGE
Strongly Disagree	5	4.5%
Disagree	10	9.1%
Neutral	32	29.1%
Agree	38	34.5%

Strongly Agree	25	22.7%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 4.5% of the respondents are strongly disagree, 9.1% of the respondents are disagree, 29.1% of the respondents are neutral, 34.5% of the respondents are agree and remaining 22.7% of the respondents are strongly agree.

Majority 34.5% of the respondents are agreeing with organization support a healthy work-life balance.

TABLE XI

DECISION-MAKING PROCESSES IN THE ORGANIZATION ARE TRANSPARENT

DECISION-MAKING	REEPONDENTS	PERCENTAGE
Strongly Disagree	6	5.5%
Disagree	13	11.8%
Neutral	49	44.5%
Agree	20	18.2%
Strongly Agree	22	20.0%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 5.5% of the respondents are strongly disagree, 11.8% of the respondents are disagree, 44.5% of the respondents are neutral, 18.2% of the respondents are agree and remaining 20.0% of the respondents are strongly agree.

Majority 44.5% of the respondents are neutral with decision-making processes in the organization are transparent.

TABLE XII

WORKPLACE TO FRIENDS OR ACQUAINTANCES

WORKPLACE	REEPONDENTS	PERCENTAGE
Strongly Disagree	7	6.4%
Disagree	10	9.1%
Neutral	20	18.2%
Agree	50	45.5%
Strongly Agree	23	20.9%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 6.4% of the respondents are strongly disagree, 9.1% of the respondents are disagree, 18.2% of the respondents are neutral, 45.5% of the respondents are agree and remaining 20.9% of the respondents are strongly agree.

Majority 45.5% of the respondents are agreeing with workplace to friends or acquaintances.

TABLE XIII**COMMUNICATION WITHIN ORGANIZATION IS CLEAR**

COMMUNICATION	REEPONDENTS	PERCENTAGE
Strongly Disagree	11	10.0%
Disagree	7	6.4%
Neutral	36	32.7%
Agree	37	33.6%
Strongly Agree	19	17.3%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 10.0% of the respondents are strongly disagree, 6.4% of the respondents are disagree, 32.7% of the respondents are neutral, 33.6% of the respondents are agree and remaining 17.3% of the respondents are strongly agree.

Majority 33.6% of the respondents are agreeing with communication within organization is clear.

TABLE XIV**COMMUNICATION TRANSPARENCY ENHANCES MOTIVATION**

ENHANCES MOTIVATION	REEPONDENTS	PERCENTAGE
Strongly Disagree	12	10.9%
Disagree	5	4.5%
Neutral	24	21.8%
Agree	48	43.6%
Strongly Agree	21	19.1%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 10.9% of the respondents are strongly disagree, 4.5% of the respondents are disagree, 21.8% of the respondents are neutral, 43.6% of the respondents are agree and remaining 19.1% of the respondents are strongly agree.

Majority 43.6% of the respondents are agreeing with communication transparency enhances motivation.

TABLE XV
 FEEDBACK ON WORK PERFORMANCE AND EFFORTS

FEEDBACK	REEPONDENTS	PERCENTAGE
Strongly Disagree	9	8.2%
Disagree	14	12.7%
Neutral	31	28.2%
Agree	41	37.3%
Strongly Agree	15	13.6%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 8.2% of the respondents are strongly disagree, 12.7% of the respondents are disagree, 28.2% of the respondents are neutral, 37.3% of the respondents are agree and remaining 13.6% of the respondents are strongly agree.

Majority 37.3% of the respondents are agreeing with supervisor or manager provides feedback on work performance and efforts.

TABLE XVI
 USE OF MULTIPLE COMMUNICATION CHANNELS

CHANNELS	REEPONDENTS	PERCENTAGE
Strongly Disagree	7	6.4%
Disagree	12	10.9%
Neutral	39	35.5%
Agree	36	32.7%
Strongly Agree	16	14.5%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 6.4% of the respondents are strongly disagree, 10.9% of the respondents are disagree, 35.5% of the respondents are neutral, 32.7% of the respondents are agree and remaining 14.5% of the respondents are strongly agree.

Majority 35.5% of the respondents are felt neutral with use of multiple communication channels.

TABLE XVII

OPINIONS AND SUGGESTIONS ARE VALUED BY ORGANIZATION'S LEADERSHIP

LEADERSHIP	REEPONDENTS	PERCENTAGE
Strongly Disagree	9	8.2%
Disagree	10	9.1%
Neutral	50	45.5%
Agree	24	21.8%
Strongly Agree	17	15.5%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 8.2% of the respondents are strongly disagree, 9.1% of the respondents are disagree, 45.5% of the respondents are neutral, 21.8% of the respondents are agree and remaining 15.5% of the respondents are strongly agree.

Majority 45.5% of the respondents are feel neutral with opinions and suggestions are valued by organization's leadership.

TABLE XVIII

COMMUNICATES ITS VISION AND MISSION TO ALL EMPLOYEES

VISION AND MISSION	REEPONDENTS	PERCENTAGE
Strongly Disagree	4	3.6%
Disagree	10	9.1%
Neutral	53	48.2%
Agree	23	20.9%
Strongly Agree	20	18.2%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 3.6% of the respondents are strongly disagree, 9.1% of the respondents are disagree, 48.2% of the respondents are neutral, 20.9% of the respondents are agree and remaining 18.2% of the respondents are strongly agree.

Majority 48.2% of the respondents are felt neutral with communicates its vision and mission to all employees.

TABLE XIX

CONTRIBUTIONS AND EFFORTS ARE RECOGNIZED FREQUENTLY

CONTRIBUTIONS	REEPONDENTS	PERCENTAGE
Strongly Disagree	13	11.8%
Disagree	8	7.3%
Neutral	40	36.4%
Agree	36	32.7%
Strongly Agree	13	11.8%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 11.8% of the respondents are strongly disagree, 7.3% of the respondents are disagree, 36.4% of the respondents are neutral, 32.7% of the respondents are agree and remaining 11.8% of the respondents are strongly agree.

Majority 36.4% of the respondents are felt neutral with contributions and efforts are recognized frequently by the supervisor.

TABLE XX

RECOGNITION AND APPRECIATION OF EMPLOYEES

RECOGNITION	REEPONDENTS	PERCENTAGE
Strongly Disagree	10	9.1%
Disagree	9	8.2%
Neutral	29	26.4%
Agree	43	39.1%
Strongly Agree	19	17.3%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 9.1% of the respondents are strongly disagree, 8.2% of the respondents are disagree, 26.4% of the respondents are neutral, 39.1% of the respondents are agree and remaining 17.3% of the respondents are strongly agree.

Majority 39.1% of the respondents are agreeing with recognition and appreciation of employees.

TABLE XXI

IMPACT OF LEADERSHIP RECOGNITION AND APPRECIATION EFFORTS

RECOGNITION	REEPONDENTS	PERCENTAGE
Strongly Disagree	5	4.5%
Disagree	12	10.9%
Neutral	45	40.9%
Agree	26	23.6%
Strongly Agree	22	20.0%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 4.5% of the respondents are strongly disagree, 10.9% of the respondents are disagree, 40.9% of the respondents are neutral, 23.6% of the respondents are agree and remaining 20.0% of the respondents are strongly agree.

Majority 40.9% of the respondents are neutral with leadership recognition and appreciation efforts on motivation and morale.

TABLE XXII

EFFORTS CONTRIBUTE TO FOSTERING A POSITIVE WORK CULTURE

POSITIVE WORK	REEPONDENTS	PERCENTAGE
Strongly Disagree	14	12.7%
Disagree	10	9.1%
Neutral	42	38.2%
Agree	29	26.4%
Strongly Agree	15	13.6%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 12.7% of the respondents are strongly disagree, 9.1% of the respondents are disagree, 38.2% of the respondents are neutral, 26.4% of the respondents are agree and remaining 13.6% of the respondents are strongly agree.

Majority 38.2% of the respondents are neutral with leadership recognition and appreciation efforts contribute to fostering a positive work culture.

TABLE XXIII
RECEIVE RECOGNITION AND APPRECIATION FROM LEADERSHIP

LEADERSHIP	REEPONDENTS	PERCENTAGE
Strongly Disagree	6	5.5%
Disagree	7	6.4%
Neutral	56	50.9%
Agree	23	20.9%
Strongly Agree	18	16.4%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 5.5% of the respondents are strongly disagree, 6.4% of the respondents are disagree, 50.9% of the respondents are neutral, 20.9% of the respondents are agree and remaining 16.4% of the respondents are strongly agree.

Majority 50.9% of the respondents are feeling neutral with receive recognition and appreciation from leadership.

TABLE XXIV
IMPROVING OVERALL EMPLOYEE ENGAGEMENT LEVELS

ENGAGEMENT LEVELS	REEPONDENTS	PERCENTAGE
Strongly Disagree	8	7.3%
Disagree	11	10.0%
Neutral	48	43.6%
Agree	22	20.0%
Strongly Agree	21	19.1%
TOTAL	110	100.0%

Source: Primary Data

INTERPRETATION

The table shows that 7.3% of the respondents are strongly disagree, 10.0% of the respondents are disagree, 43.6% of the respondents are neutral, 20.0% of the respondents are agree and remaining 19.1% of the respondents are strongly agree.

Majority 43.6% of the respondents are feeling neutral with leadership recognition and appreciation efforts play a role in improving overall employee engagement levels.

TABLE XXV

CHI-SQUARE ANALYSIS

The table depicts the analysis between the age and communication transparency enhances motivation.

NULL HYPOTHESIS

HO: There is no significance between the age and communication transparency enhances motivation.

ALTERNATIVE HYPOTHESIS

H1: There is significance between the age and communication transparency enhances motivation.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
AGE * COMMUNICATION TRANSPARENCY ENHANCES MOTIVATION	110	100.0%	0	.0%	110	100.0%

AGE * COMMUNICATION TRANSPARENCY ENHANCES MOTIVATION Crosstabulation

Count	COMMUNICATION TRANSPARENCY ENHANCES MOTIVATION					Total
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
AGE 18 – 25	12	5	17	0	0	34
25 – 32	0	0	7	32	0	39
32 – 40	0	0	0	16	3	19
Above 40	0	0	0	0	18	18
Total	12	5	24	48	21	110

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.775E2 ^a	12	.000
Likelihood Ratio	185.308	12	.000
Linear-by-Linear Association	73.895	1	.000
N of Valid Cases	110		

a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .82.



RESULT

The calculated value is greater than the table value. So, we reject the null hypothesis. There is no significance between the age and communication transparency enhances motivation.

TABLE XXVI
CORRELATION

The table shows that the relationship between qualification of the respondents and efforts contribute to fostering a positive work culture.

Correlations

		QUALIFICATION	EFFORTS CONTRIBUTE TO FOSTERING A POSITIVE WORK CULTURE
QUALIFICATION	Pearson Correlation	1	.857**
	Sig. (2-tailed)		.000
	N	110	110
EFFORTS CONTRIBUTE TO FOSTERING A POSITIVE WORK CULTURE	Pearson Correlation	.857**	1
	Sig. (2-tailed)	.000	
	N	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

NONPARAMETRIC CORRELATIOS

Correlations

			QUALIFICATION	EFFORTS CONTRIBUTE TO FOSTERING A POSITIVE WORK CULTURE
Kendall's tau_b	QUALIFICATION	Correlation Coefficient	1.000	.831**
		Sig. (2-tailed)	.	.000
	N		110	110
	EFFORTS CONTRIBUTE TO FOSTERING A POSITIVE WORK CULTURE	Correlation Coefficient	.831**	1.000
Sig. (2-tailed)			.000	.
N		110	110	
Spearman's rho		QUALIFICATION	Correlation Coefficient	1.000
	Sig. (2-tailed)		.	.000
	N		110	110
	EFFORTS CONTRIBUTE TO FOSTERING A POSITIVE WORK CULTURE	Correlation Coefficient	.879**	1.000
Sig. (2-tailed)			.000	.
N		110	110	

** . Correlation is significant at the 0.01 level (2-tailed).

RESULT

This is a positive correlation. There are relationships between qualification of the respondents and efforts contribute to fostering a positive work culture.

TABLE XXVII
ANOVA

NULL HYPOTHESIS

Ho: There is no significant relationship between work experience and contributions and efforts are recognized frequently.

ALTERNATIVE HYPOTHESIS

H₁: There is a significant relationship between work experience and contributions and efforts are recognized frequently.

Descriptives

WORK EXPERIENCE	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	Between-Component Variance
					Lower Bound	Upper Bound			
Strongly Disagree	13	1.00	.000	.000	1.00	1.00	1	1	
Disagree	8	1.00	.000	.000	1.00	1.00	1	1	
Neutral	40	1.80	.405	.064	1.67	1.93	1	2	
Agree	36	2.78	.591	.098	2.58	2.98	2	4	
Strongly Agree	13	4.00	.000	.000	4.00	4.00	4	4	
Total	110	2.23	1.001	.095	2.04	2.42	1	4	
Model			.421	.040	2.15	2.31			
Residual				.555	.69	3.77			1.125

Test of Homogeneity of Variances

WORK EXPERIENCE

Levene Statistic	df1	df2	Sig.
16.817	4	105	.000

ANOVA

WORK EXPERIENCE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	90.696	4	22.674	127.846	.000
Within Groups	18.622	105	.177		
Total	109.318	109			

Homogeneous Subsets

WORK EXPERIENCE

CONTRIBUTIONS AND EFFORTS ARE RECOGNIZED FREQUENTLY	N	Subset for alpha = 0.05			
		1	2	3	4
Student-Newman-Keuls ^a Strongly Disagree	13	1.00			
Disagree	8	1.00			
Neutral	40		1.80		
Agree	36			2.78	
Strongly Agree	13				4.00
Sig.		1.000	1.000	1.000	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 15.077.

RESULT

From the above analysis, we find that calculated value of the F-value is a positive 16.910 value, so H1 accept. Since the P value 108.804 is less than < 0.05 regarding there is a significant relationship between work experience and contributions and efforts are recognized frequently. The results are **significant** at 4 % level.

VII.FINDINGS, SUGGESTION AND CONCLUSION

A. FINDINGS

- Majority 35.5% of the respondents age group 25 – 32.
- Majority 74.5% of the respondents are male.
- Majority 78.2% of the respondents are married.
- Majority 40.0% of the respondents qualification UG.
- Majority 38.2% of the respondents are executive/engineer.
- Majority 39.1% of the respondents have 1-3 years of experience.
- Majority 33.6% of the respondents are agreeing with valued and appreciated for contributions at work.
- Majority 35.5% of the respondents are strongly agreed with colleagues in organization collaborate and work as a team.
- Majority 34.5% of the respondents are agreeing with organization support a healthy work-life balance.
- Majority 44.5% of the respondents are neutral with decision-making processes in the organization are transparent.
- Majority 45.5% of the respondents are agreeing with workplace to friends or acquaintances.
- Majority 33.6% of the respondents are agreeing with communication within organization is clear.
- Majority 43.6% of the respondents are agreeing with communication transparency enhances motivation.
- Majority 37.3% of the respondents are agreeing with supervisor or manager provides feedback on work performance and efforts.
- Majority 35.5% of the respondents are felt neutral with use of multiple communication channels.
- Majority 45.5% of the respondents are felt neutral with opinions and suggestions are valued by organization's leadership.
- Majority 48.2% of the respondents are felt neutral with communicates its vision and mission to all employees.
- Majority 36.4% of the respondents are felt neutral with contributions and efforts are recognized frequently by the supervisor.
- Majority 39.1% of the respondents are agreeing with recognition and appreciation of employees.
- Majority 40.9% of the respondents are neutral with leadership recognition and appreciation efforts on motivation and morale.



- Majority 38.2% of the respondents are neutral with leadership recognition and appreciation efforts contribute to fostering a positive work culture.
- Majority 50.9% of the respondents are feeling neutral with receive recognition and appreciation from leadership.
- Majority 43.6% of the respondents are feeling neutral with leadership recognition and appreciation efforts play a role in improving overall employee engagement levels.

B. SUGGESTION

- Employee engagement is a critical focus in global HR management. It has recently gained significant attention from human resource consulting firms, which offer strategies for fostering and utilizing it effectively.
- Employee engagement is a complex concept encompassing cognitive, behavioural, and emotional elements linked to individual job performance. It is widely acknowledged as central to organizational success, serving as a key metric for leaders and managers worldwide, impacting organizational effectiveness, innovation, and competitiveness.
- It's undeniable that employee engagement is crucial to organizational dynamics. If you're aiming to enhance employee engagement, understanding how to achieve this is paramount.

C. CONCLUSION

The study demonstrates that essential factors like leadership, organizational culture, and communication motivate employees to engage with their work, thereby enhancing their performance. It finds that employee engagement is positively linked to organizational commitment behaviour. These results suggest that empowered employees display organizational commitment behaviour similarly to those with supportive leadership. Both empowerment and supportive leadership are crucial for fostering employee commitment. The challenge lies in identifying the ideal combination of personal and situational factors that most effectively promote organizational commitment behaviour.

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IX.ANNEXURE

A STUDY ON EMPLOYEE ENGAGEMENT IN RANE BRAKE LINING LIMITED

QUESTIONNAIRE

Demographic Questions

1.Age

- | | |
|------------|-------------|
| a) 18 – 25 | b) 25 – 32 |
| c) 32 – 40 | d) Above 40 |

2.Gender

- | | |
|---------|-----------|
| a) Male | b) Female |
|---------|-----------|

3.Marital Status



- a) Married b) Unmarried

4. Qualification

- a) Diploma b) Ug
c) Pg d) Others

5. Designation

- a) Executive/Engineer b) Sr.Executive/Sr.Engineer
c) Asst. Manager d) DGM

6. Work experience

- a) Below 1 year b) 1 – 3 years
c) 3 – 5 years d) Above 5 years

SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree

Objective: To understand how organizational culture influences employee engagement.

Table with 7 columns: S.No, Statement, SD, D, N, A, SA. It contains 6 rows of survey questions regarding organizational culture and employee engagement at Rane Brake Lining Limited.

Objective: To understand how effective communication practices impact employee engagement.

S.No	Statement	SD	D	N	A	SA
1	How well do you feel that communication within your organization is clear?					
2	How much do you agree that communication transparency enhances your motivation to engage with organizational goals?					
3	To what extent do you feel your supervisor or manager provides feedback on your work performance and efforts?					
4	In your view, does the use of multiple communication channels (e.g., email, meetings, messaging apps) facilitate better understanding and engagement among employees?					
5	How well do you feel that your opinions and suggestions are valued by your organization's leadership?					
6	How well do you think Rane Brake Lining Limited communicates its vision and mission to all employees?					

Objective : To investigate how leadership recognition and appreciation efforts affect employee engagement.

S.No	Statement	SD	D	N	A	SA
1	How well do you feel that your contributions and efforts are recognized frequently by the supervisor?					
2	What is your level of agreement regarding the leadership's effort in recognition and appreciation of employees?					
3	How do you perceive the impact of leadership recognition and appreciation efforts on your motivation and morale?					
4	To what extent do you believe that leadership recognition and appreciation efforts contribute to fostering a positive work culture?					
5	Indicate your level of willingness to extend your efforts beyond the norm in your work when you receive recognition and appreciation from leadership?					
6	Do you believe that leadership recognition and appreciation efforts play a role in improving overall employee engagement levels?					