

A STUDY ON EMPLOYEE ENGAGEMENT IN TENNECO CLEAN AIR INDIA. PVT. LTD

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Abstract: This research examines the effect of employee engagement programs at Tenneco Clean Air India Pvt. Ltd. with a focus on the role played by the HR Manager in generating commitment and productivity among the employees. Applying a descriptive research design, information was gathered using standard questionnaires from 118 employees in Chennai. The findings showed that successful engagement strategies have a strong positive effect on employee morale, loyalty, and job satisfaction. But it is in recognition and internal communication that there are still challenges. The research indicates the necessity of regular appreciation initiatives, open feedback systems, and improved wellness programs to fill these gaps. The research indicates that positive HR practices can be linked to better employee retention, job performance, and overall organizational success. This study provides useful information for HR professionals seeking to improve engagement and develop a more productive and motivated workforce.

I. INTRODUCTION

Employee commitment is an important human resource management (HRM) practice aimed at developing employees' emotional and behavioral commitment toward organizational objectives. In Tenneco Clean Air India, the human resource (HR) function takes a central part in creating an inspiring and motivational work culture conducive to employee engagement, satisfaction, and productivity. In the extremely competitive automobile sector, highly involved employees play a crucial role in fostering innovation, upholding performance standards, and promoting sustained growth. Tenneco understands that high levels of engagement translate into lower rates of employee turnover, positive attitudes, and greater organizational commitment. By connecting personal objectives with the mission and vision of the organization, HR managers facilitate a culture of responsibility and learning improvement. It is successful only when there is good communication, appreciation, opportunities for career growth, and healthy work culture to motivate employees to perform to their optimum level.

II. REVIEW OF LITERATURE

Myilswamy & Gayatri, 2014- The study focuses on how employee engagement boosts the morale of employees resulting in enhanced productivity. The employee's emotional commitment to the job and company is a key factor for engagement. In addition, work-life balance has become important for engagement and affects retention. Employees are found to be more committed to the organization when they are managed with progressive human resource practices. Promoting employee commitment, including coaching the managers to be effective people managers, is a significant factor in employee engagement in an organization. The degree of engagement determines people's productivity and their willingness to stay with the organization.

Chandani & Mita Mehta, 2016 - This study is to obtain clarity on employee engagement and its importance (particularly with respect to its effect on employee retention and performance), as well as to identify factors that are critical to its effective implementation. For this study, researchers have used a review method around thirty academic and popular research papers and the most commonly mentioned factors in the area of employee engagement had been analyzed- at macro level (organizational) and micro level (individual). Suggestions presented in this paper include different employee engagement approaches for new employees like strong induction programs, rigorous training and development programmes, certification programmes and giving them a realistic job preview. Study results have scope of future reference where by implementing various engagement factors and there by reduction in employee turnover and improved productivity.

OBJECTIVES**Primary Objective:**

To critically evaluate the efficacy of employee engagement programs at Tenneco Clean Air India.

Secondary Objectives:

To measure employee motivation after engagement activities.

To study grievance redressal processes.

To evaluate the correlation between engagement and productivity.

III. RESEARCH METHODOLOGY

Design: Descriptive Research

Sample: 118 Chennai employees

Sampling Technique: Simple Random Sampling

Instruments: Structured questionnaire (qualitative + quantitative)

Tools Used: SPSS, Chi-square test, ANOVA, Percentage analysis

Data Collection: Primary (questionnaire); Secondary (reports, journals)

IV. DATA ANALYSIS AND INTERPRETATION

Loyalty Boost: 67.8% of the participants indicated that they became more loyal to the company as a result of continuous employee engagement programs.

Open Communication: 55.1% of the employees felt free to provide feedback or suggestions to their supervisors or managers.

Performance Incentives: 60.2% of the participants agreed that they are rewarded with incentives when they perform well, indicating a recognition culture.

Work Experience & Incentives:

- A Chi-square test revealed a significant association between work experience and incentive offering ($p < 0.05$).
- This shows that workers with higher tenure are more likely to be offered incentives, indicating a pattern of reward based on tenure.

Engagement & Business Growth:

One-way ANOVA test showed a significant relationship between business growth and employee performance ($p = 0.005$). This confirms that involved employees directly contribute to organizational performance.

Perception Gap:

Just 2.5% of workers strongly agreed that engagement enhances productivity, indicating a necessity to grow awareness regarding the advantages of engagement programs.

FINDINGS**Demographic Profile**

Most of the employees interviewed are between 25–35 years old, unmarried, and have 1 to 4 years of work experience. This indicates a comparatively young and entry-level workforce that might prioritize development opportunities, flexibility, and routine engagement activities.

Work Environment and HR Accessibility

The majority of employees voiced contentment with the workplace environment, noting it as stimulating and motivating. Also, a significant majority shared that the HR department is easy to approach and assistive, particularly in dealing with issues and fostering open communication.

Irregular Recognition Processes

While 60.2% of the respondents confirmed receiving incentives for good performance, a substantial number cited inadequate consistent recognition practices across teams. Such inconsistency can influence employee morale and perceived fairness in the organization.

Expectations Around Development and Well-being

Staff members cited opportunities for career development and psychological wellbeing assistance as most important expectations. Most interviewees indicated they wished to have better organized training programs, counseling assistance, and well-being activities that would benefit them professionally and on a personal level.

SUGGESTION**Improve reward and recognition programs with clear metrics:**

Adopt clear and consistent standards for rewarding employees to promote fairness and increase motivation in all departments.

Enhance wellness programs (yoga, mental health counseling):

Offer frequent wellness activities such as yoga sessions and mental health counseling to take care of employees' physical and mental health.

Improve grievance redressal mechanisms:

Establish a more effective and confidential grievance redressal mechanism to tackle employees' grievances effectively and promote trust.

Implement flexible work schedules and career path transparency:

Provide flexible work arrangements and clear career progression paths to enhance work-life balance and retain talent.

Promote additional employee-manager collaboration programs:

Organize frequent one-on-one meetings, team conversations, and decision-making participation to enhance engagement and communication.

V. CONCLUSION

Employee engagement in Tenneco Clean Air India is fairly effective, with its strengths lying in the work environment and HR access. Yet, opportunities exist in uniform recognition and productivity alignment. By working on these areas, HR managers can strongly improve employee satisfaction and organizational performance.

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