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# Challenges In Person - Organization Fit Faced By Automobile Industry - A Study on Selected Companies in South India

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**ABSTRACT:**As a result of globalization and its subsequent aftermath, the process of liberalization, India is quickly developing the reputation of being one of the greatest talent incubators in the world, where varied skill sets lay in all fields, ranging from information technology to services. As a result of demand and supply shifts in human resources at the firm and industry levels, the human resources department's job of finding the right job for the right person at the right time is becoming increasingly difficult as the employment landscape in the country continues to shift on a regular basis. Employee engagement is regarded as a reliable measure of results that are highly desired by any company in any industrial sector since it demonstrates how committed workers are to their jobs. Therefore, employee engagement and effectiveness might show to be an ideal metric for assessing the health of the business as a whole in terms of satisfaction, creativity, commitment, retention, and productivity. This is because these factors are all directly related to one another. When an organization is regarded as having a healthy organizational culture, it is more likely to provide benefits and incentives to its staff members. This, in turn, contributes to the formation of an environment that is conducive to employee growth, development, and performance at the highest possible level. Within the context of the Indian manufacturing industry, the purpose of this specific research was to investigate the influence of corporate culture on the levels of engagement and productivity shown by employees. This study adopted a secondary research methodology in which the data for the study was gathered through secondary sources derived from research that was conducted by researchers in the past and is available from scholarly sites. The study was outlined on the basis of the structural approach theory, and it adopted a secondary research methodology. According to the findings of the research, there are four distinct cultures that might exist inside an organisation: power culture, role culture, accomplishment culture, and support culture. The involvement of the workforce and their overall productivity were both affected to differing degrees by each of the aforementioned cultures. According to the results of this study, the culture of the business had a considerable impact—both positively and significantly—on the levels of engagement and productivity shown by its workforce. It was also shown that individuals who were given the authority to make decisions on their own inside their companies tended to exhibit greater levels of excitement, which is undeniably a characteristic of an employee who is fully involved in their work.

**KEYWORDS:** Employee Engagement, Organizational Culture, Performance, Productivity, Manufacturing

## I. INTRODUCTION

An organization, as a social unit, has the power to attract individuals from a variety of diverse walks of life to work together towards the accomplishment of a shared goal. People join the business with their own unique sets of views, values, and preconceived assumptions about how certain duties should be carried out. According to the findings of Hofstede et al. (2010), every single person have a method in which they act, feel, and think, which is typically something that they pick up throughout the course of their lifetime. In light of the fact that different people have different points of view, opinions, and values, it is very necessary for a company to establish a shared culture and work toward fostering it among all of its staff members. Culture in an organization can typically be recognized in the observable and widespread practices that are being followed by an organization as well as the method in which individuals identify that which takes place inside the company. An organization's culture may be understood with the assistance of organizational guidelines (documents) and by observing the manner in which activities are carried out inside an organization. Both of these factors are important in order to understand an organization (Kuscu et al., 2015). It is possible to see a culture inside an organization that is either supporting or unsupportive, or it is also possible to watch a culture that is either positive or negative. Those businesses that have a good organizational culture have a tendency to show their workers how much they respect them by providing them with awards, which helps to encourage the



formation of an atmosphere that is enabling. Generally speaking, workers whose employers provide an atmosphere like this have the opportunity to expand, mature, and perform to the best of their abilities (Robbins & Judge, 2012). According to French and Holden (2012)'s research, a good organizational culture may mitigate the negative consequences of receiving bad news throughout the process of organizational transformation. This was discovered by the researchers. It simply suggests that when workers think that they are working in a good organizational culture, they react in a better way to change and assist the process of change management. This is because they believe they are working in a positive organizational culture. The workers of a company are the ones who are responsible for driving innovation, and it is the employees who move the business forward when it is believed that the corporate culture is very supportive (Davies & Buisine, 2018). Supportive organizational cultures not only reduce the likelihood of unfavorable work-home spillover effects, but they also provide workers flexible work-from-home choices, which not only help them keep high-quality personnel, but also recruit new high-quality talent (Sok et al., 2014). According to the structural approach theory, there are four distinct kinds of organizational culture: person, task, role, and power culture. These four categories of organizational culture are as follows: person culture, task culture, role culture, and power culture (Handy, 1993). Research investigations make frequent reference to Schein's (2010) theory of organization culture, which was published in that book. [Schein, 2010] According to Bogdanowicz (2014), culture in organizations is considered to be one of the most significant factors that results in the creation of a competitive advantage. This perception continues to hold true as culture continues to have an impact, either positively or negatively, on the performance and behavior of the organization as a whole. It is important for managers inside enterprises, scholars, and consultants to broadly recognize this truth because of the significance it has. Employee engagement and commitment are both influenced by an organization's culture (Messner, 2013), as well as performance (Uddin et al., 2012) and employee satisfaction (Messner, 2013). The aims and purpose of the company are what have an effect on the culture of the business, which in turn has a significant impact on the workers' morale as well as their levels of engagement and retention (Tsai, 2011). The goal here is not only to develop a reputation as a reputable employer; rather, it is to make certain that the staff members have a greater level of commitment to the organization's vision, purpose, and strategy. A highly successful organizational culture also contributes to the creation of superior levels of engagement and effectiveness among the personnel, which, in turn, ultimately translates into high levels of production (Kotter & Heskett, 2011). The importance of high levels of employee engagement (EE) to a business cannot be overstated (Ugargol & Patrick, 2018). Employees who are involved in their job continue to be motivated and dedicated to their work, work with newfound excitement, and are completely engrossed in the activities they carry out.

The availability of resources and the actions taken by leaders are additional factors that influence employee engagement. Despite this, the majority of the research that has been done on the topic comes from industrialized countries and demonstrates the fundamental role that organizational culture plays in determining the level of engagement and productivity of employees. Research that has been done in the past regarding the impact of organizational culture on employee engagement and effectiveness within successful firms has proven that there is a direct association between robust organizational cultures and high employee engagement (Nongo & Ikyanyon, 2012). The findings of this research have shown that successful companies have cultures that are conducive to high levels of employee engagement. The concept of organizational culture encompasses all dimensions of day-to-day operations inside an organization and has an effect on each and every activity carried out by that company. On the other hand, it has not been given the necessary scientific vigor thus far. There is a dearth of research that focuses on organizational culture and employee engagement within the manufacturing sector in India; however, progress has been made in associated domains such as organizational change (Kotter & Heskett, 2011), organizational socialization (Danielson, 2004), organizational leadership (Schein, 2004), and organizational climate (Schneider, 1999). Recent years have seen an increase in the amount of emphasis and attention that the government of India places on the country's manufacturing industry. Keeping in view the significance of this industry and the volume of possibilities and employment that may be produced The government of India has made a number of steps in this area to encourage the expansion of the country's manufacturing industry. These steps may be found in this sector. There is a significant amount of untapped potential for growth in this industry because to India's advantageous human resource profile, which includes a big population of highly educated individuals and a ready supply of trained labor (Mehta & Rajan, 2017). The Indian government has just recently started a campaign that is aptly named the "Make in India" campaign. This campaign is by far the largest initiative that any government has ever undertaken with the goal of attracting more foreign investors to India and getting manufacturing operations up and running (Chaudhari, 2015). The government of India is working to develop appropriate infrastructure, including a solid network of trains and roads, with the goal of facilitating the movement of goods throughout the country, and is also providing access to power. In addition, there has been a relaxation in terms of rules that are favorable for labor, and new regulations on the purchase of land are being put down to promote the





beginning of operations by foreign investors in India (Shukla et al.,2017). The main goal is to find ways to ease the production of items that have no flaws at all, with the end goal being that none of the goods that are shipped will be refused. In light of the fact that the manufacturing industry in India is presently experiencing growth and that the government of India is making efforts to bolster this industry, it is absolutely necessary to ensure that employees are actively engaged in the manufacturing industry in order to achieve higher levels of productivity and superior performance. In light of this, it is essential to have an understanding of whether or not the culture of the organization in the manufacturing sector of India has any bearing on the level of involvement and productivity shown by its workforce. Within the context of the Indian manufacturing industry, the primary objective of this review article will be to investigate the possibility of a connection existing between organizational culture and levels of employee engagement and productivity. The concept of organizational culture has been defined in a variety of ways by various writers. On the other hand, a great number of these definitions have a common denominator, which suggests that the culture as a notion is something that is shared all the people of the organization. According to Abbas (2017), organizational culture may be seen as a value system that is maintained and shown by members of the organization and that serves to distinguish one organization from another organization. It is considered to be a design of fundamental assumptions that have been found, created, or constructed by a particular organization as it learns to address the issues associated with both internal integration and outward adaptation. Those that are recognized to have functioned successfully enough to be taken as genuine and hence may be passed via learning to new members inside the company, as the correct approach in which to perceive, think, and feel in conjunction with those issues (Al Shehri et al., 2017). Literature often depicts a wide variety of cultural paradigms. These would include the cultural model that was described by Cooper (1982), the cognitive levels of culture that were described by Schein (2010), and the cultural parameters that were shown by Deal et al (2000). The framework of culture as described by Handy is one of them that stands out among the others as being particularly noteworthy (1987). This paradigm acknowledged four distinct varieties of organizational culture, which were referred to as the accomplishment culture, the power culture, the support culture, and the role culture respectively. Because of the subjectivity that is inherent in organizational culture, attempting to precisely define the parameters of organizational culture is a task that is fraught with difficulty. In spite of the fact that no one theory has been universally embraced, there is widespread consensus that organizational culture has been customarily defined and organized socially. This is the case even though no single theory has been universally accepted. This includes behaviors, beliefs, morals, and values that are aligned with various organizational levels and integrates every aspect of organizational life. These are all associated with the organizational culture (Uddin et al., 2013). According to Schein (2010), organizational culture is a phenomena that occurs across an organization as a whole and relates to the rites and rituals, natural surroundings, organizational ideals, and climate. This definition of organizational culture was provided by the author. According to Martins and Terblanche (2003), the ideas and values that are held in common by the members of an organization are inextricably tied to the company's culture. The norms, beliefs, values, and principles of an organization are linked to the company's workers via organizational culture, and such assumptions are infused inside the employees as a set of behavioral standards and activities. According to Klein (1996), organizational culture is the central focus of activities that take place inside an organization and has a significant bearing on the degree to which people are productive and engaged in their work. This, in turn, leads to an improvement in the quality of the goods and services that the business provides. According to Schein(2010), organizational culture can be summed up as a dynamic force within the organization that revolves, engages, and is interactive and is molded by the behaviors and attitudes of the management and employees. In addition, organizational culture can be described as a force that is interactive. At the same time, there have been other academics in the past who have clarified organizational culture as experiences that are shared by all members of the company and depend on the activities that are carried out both societally and behaviorally.

## **II. OBJECTIVE OF THE STUDY**

The following are the goals of the research project:

- To investigate the connection between the difficulties in person-to-organization fit experienced by the automotive sector
- The purpose of this research is to investigate the relationship between employee engagement and the automotive sector.

## **III. METHODOLOGY**

In the interest of doing research, a substantial quantity of data has been generated and amassed via the use of material from previously published works of literature. In today's world, in the fields of research and allied disciplines, the



whole process has evolved into a practice that is fairly frequent (Andrews et al., 2012; Schutt, 2012). The information used in this study came from secondary sources, and it was gathered by going through research papers that were given at conferences in the past. Keeping these considerations in mind, the research was carried out. Ilyasa et al.(2018) surveyed 563 workers as part of their investigation on the influence that corporate culture has on the levels of engagement and productivity that employees report experiencing in their jobs. The results of this research showed that there is a direct and beneficial influence that corporate culture has on employee engagement. This conclusion was indicated by the outcomes of the study. As a consequence of this, the corporate culture promotes employee engagement, which in turn stimulates creativity and the sharing of information among workers. The efficiency with which employees do their jobs is directly influenced favorably by the culture of the organization. This, in time, will lead to inventiveness on the part of the workers. Kalia and Verma (2017) examined the organizational culture and employee engagement within the hotel industry in Himachal Pradesh in India. Their research was undertaken as part of a study that they did. According to the results of their research, the culture of the business plays an important part in the process of increasing the level of total employee engagement. Experimentation and autonomy were shown to have a significant association with each and every component of employee engagement, according to the findings of the authors, who analyzed the relationships between several aspects of corporate culture and employee engagement. On the subject of employee engagement, several aspects of corporate culture were found to be connected more with devotion and vigor than with the parameter referring to absorption. At the same time, trust was shown to be a predictor of absorption and devotion, whereas cooperation had only an influence on the dimension of absorption connected to employee engagement among workers in the hospitality industry. PratimaSarangi and Nayak(2016) conducted an additional research on the influence of organizational culture and employee engagement within the manufacturing sector in India. This time, the focus of their investigation was on the Indian subcontinent. The research was carried out with the participation of around two hundred workers, and the findings revealed that the existing level of employee engagement as well as issues connected to work need improvement in order to guarantee successful employee engagement. According to the findings of the survey and analysis that were carried out, it was discovered that workers had a wide range of viewpoints and levels of confidence with respect to the culture of the business. According to Lockwood (2007), the level of employee involvement is the primary factor that determines an organization's level of success. An improvement in an organization's success may be attributed to higher levels of employee engagement, as well as to the retention of talent, the cultivation of customer loyalty, and the strengthening of customer relationships. It is also an important relationship to the overall value of stakeholders, as well as the happiness of customers and the reputation of the firm. There were a number of aspects that might impact employee engagement, and some examples of these were organizational culture, communication, management style, respect and trust, corporate reputation, and leadership. According to the findings of study, it has been discovered that a staff that is totally engaged is significantly effective, achieves higher levels of productivity, and reduces the rate of attrition. These benefits all contribute to providing better levels of customer satisfaction. According to Buhler (2006), the sum of all of these characteristics is ultimately reflected in organizational performance. According to the findings of a study that was carried out by Bhavani et al. (2015), organizational culture is one of the elements that drives employee engagement inside a business. The automobile manufacturing industry in India served as the location for this specific research project. According to the findings, organizational culture not only played an important part in employee engagement, but employee engagement also played an important role in driving organizational success. The findings also indicated that employee engagement was instrumental in driving organizational success. The authors discovered that increasing the degree of employee involvement within the vehicle manufacturing industry led to an increase in the rate of productivity, a greater level of retention, trust among customers, and overall profitability. Employees who felt that their wellbeing and health were placed high on the priority list as part of the corporate culture had a greater opportunity to continue being involved in their work and to continue working in their current position for longer lengths of time. This might result in significant advantages for the business, which would then be able to produce more in an efficient way as a result of improvements in productivity and performance while simultaneously cutting costs associated with recruiting, employee turnover, and absences. When a business has a culture that is friendly to its workers, those workers are more likely to appreciate the many aspects of their jobs that are important to them. In these kinds of circumstances, the degrees of participation they exhibit are significantly influenced, both positively and negatively, in contrast to the individuals who do not attach any importance to the feature in question. According to the findings of a research that was carried out by Agrawal and Tyagi (2010), the organizational culture that was prevalent within the manufacturing sector in India was primarily characterized by a spirit of cooperation and experimentation. The term "collaboration" refers to providing support to one another as well as actively seeking aid from both internal and external collaborators. It would include cooperating with one another in order to overcome any difficulties that are there while also fostering a sense of team spirit. This sort of culture does generate employee engagement, which in turn leads to teamwork, improved communication, the



transfer of information, and the sharing of resources. In the end, all of these factors contribute to the development and success of the company. A multilevel investigation that was carried out by Krog (2014) across 35 organizations in Norway revealed that organizational culture did have an effect on employee engagement and that there was a moderate association between employee engagement and clan culture. These findings were found as a result of the fact that organizational culture did make an impact on employee engagement. In a similar manner, neither the hierarchical culture nor the market culture showed any substantial evidence of a negative link with employee engagement. The researchers, however, were not successful in determining the unique organizational cultures that drove employee engagement or the characteristics that defined and presented themselves in terms of employee engagement.

### **1.1 EMPLOYEE ENGAGEMENT**

Because it is directly connected to the overall success of the firm, employee engagement and effectiveness is a significant problem that must be addressed inside modern businesses. On the basis of their study, a number of researchers, including Alfes et al.(2013), Anitha(2014), Randall and Paul(2014), have come to the conclusion that employee engagement has a favourable influence on employee performance. This may be due to the fact that workers who are involved in their work are more likely to show loyalty to the firm. Therefore, improved performance in the organisation may be regularly achieved according to Preko and Adjetey (2013), and Amah (2012). The definition of employee engagement is always shifting in response to new research (Macey & Schneider, 2008). It has been articulately described as the following use of and expression of an individual's chosen self within the context of their work-related responsibilities. Therefore, fostering work ties to the individual, as well as personal presence (emotional, physical, and cognitive), as well as active, complete role performances. Employees who maintain their level of engagement in their job have been shown to devote a greater amount of effort to the tasks they are tasked with completing simply because they can more readily identify with those responsibilities. The phrase "satisfying, pleasant and emotional state of motivating work connected well-being that might be seen as a remedy for burnout in occupations" would describe what it would include (Vance, 2006). As a result, employee engagement might simply refer to the involvement of a single aspect of one's self; however, it most often refers to the commitment of many aspects, such as cognitive, physical, and emotional. According to the findings of a study that was carried out by Parent and Lovelace (2015), it was discovered that in circumstances in which employees are engaged, there is the potential for everybody to benefit from it. This is due to the fact that employees believe that they can make use of their skills, establish relationships that are beneficial, and increase productivity through the associations that have been developed. Allen(2012) underlined that individuals who are interested in their work tend to be consistent in their performance, which stimulates inventiveness and propels the business forward. This point has been further reinforced by others. It has also been discovered via the Allen (2012) study, which was published in the Harvard Business Review, that around thirty percent of people working for any firm are engaged actively, whilst twenty percent of employees continue to be disengaged in their work. According to the results of a research that was carried out by Rothmann and Baumann(2017), workers that are involved in their work are more likely to successfully express themselves in an emotional, physical, and mental way, as well as complete their duties. According to the author's findings, disengaged workers have a greater propensity to withdraw from the execution of their jobs and make efforts to protect themselves on all fronts (physically, psychologically, and emotionally). Employees who are involved in their job have a greater propensity to be mentally present at their place of employment. According to the findings of a study that Blessing White (2013) carried out in India to investigate the degree of employee engagement there, just 37% of workers in India are actively involved in their jobs. Power culture is a type of culture that is considered on the basis of control and power that originated from the key leader and generally functions in an informal manner on the basis of some procedures and rules. This type of culture has been defined as a kind of culture that is considered on the basis of the key leader. It has been observed by Handy (1993) that this kind of power matches the figurehead, and it could lead to what has been identified by Cooper (1982), which is power distance. Power distance is the phenomenon in which individuals with less power exhibit high levels of willingness to embrace the disparity in power distribution without question, and deem it to be normal. On the other hand, role culture may be seen as a kind of culture that exhibits the characteristics of bureaucracy. This is due to the fact that the work is supervised by a small group of managers or a single management at the very top of the organisation.

Within this kind of culture, roles are perceived to be more significant than the personnel who are executing the role, and people have authorities that have been clearly delegated within a structure that is highly defined. In addition, roles are viewed as being more important than the personnel who are executing the role (Handy, 1993). On the other side, an achievement culture places an emphasis on accomplishing the organization's goals and completing the tasks at hand. This often results in workers developing a powerful sense of purpose and, in most cases, takes precedence over any and



all other considerations. The goals themselves, as opposed to the methods used to achieve them, are given priority, and an individual's level of skill is highly regarded. Lastly, one kind of culture is known as a support culture. This type of culture is one in which there is little control exercised by management. A culture of support is one in which individuals are known to donate on the basis of the solidarity and commitment they feel towards the cause. Individual associations are distinguished on the basis of trust and mutuality, and the primary purpose of the organisation is to provide for the needs of its members. It is normal practise for workers of a company with a culture of support to exert some level of influence on one another by providing help to one another and by doing so (Schein, 2010).

**1.2 STATISTICAL TOOLS**

- Chi – square test
- Percentage analysis
- Weighted average ranking method

**1.2.1 CHI – SQUARE TEST**

Among the many different significance tests that statisticians have devised, one of the most significant ones is called the Chi-square test. In the context of sample analysis, the chi-square statistic is a statistical measure that is used for the purpose of comparing a variance to a theoretical variance. It may be used as a non-parametric test to assess if categorical data demonstrates dependence or whether the two categories are independent of one another. In point of fact, the examination is a method that, when used, makes it feasible for any and all researchers to

- (i) Test the goodness of fit
- (ii) Test the significance of association between two attributes and
- (iii) Test the homogeneity or the significance of population variance.

As a test of independence,  $\chi^2$  test enables us to explain whether or not two attributes are associated. In such a situation, we proceed with the null hypothesis that the two attributes are independent. If the calculated value is less than the tabulated value at certain degrees of freedom, the null hypothesis is accepted and vice versa.

$\chi^2$  is calculated as follows:

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

- Where  $\chi^2$  = Chi – square
- $O_i$  = Observed Frequency
- $E_i$  = Expected Frequency

$\chi^2$  is always positive and it ranges from 0 to  $\infty$

The expected value for the contingency tabulated as follows.

**E = (Row total \* Column total)**

**Grand total**

The  $\chi^2$  test depends on the set of observed and expected values and on the degrees of freedom.

The  $\chi^2$  distribution is the limiting approximation designation

**ANALYSIS AND INTERPRETATIONS:**

**Table1.1**

S.No	Statement	SA	A	NA-NDA	DA	SDA
1.	When working, my company inspires And motivates me to perform to the best of my abilities–everyday	7 (5.6%)	44 (35.2%)	10 (28.8%)	8 (6.4%)	1 (0.8%)
2.	The people here are pleasant and co-Operative to work with	14 (11.2%)	45 (36%)	17 (13.6%)	2 (1.6%)	0 (----)
3.	There is someone at work who encourages my development	12 (9.6%)	31 (24.8%)	28 (22.4%)	7 (5.6%)	2 (1.6%)
4.	My opinions and ideas seems to be a	14	22	32	11	1



	Matter	(11.2%)	(17.6%)	(25.6%)	(8.8%)	(0.8%)
5.	I feel the way my company treats the Existing employees and the new Joiners is quite fair	18 (14.4%)	22 (17.6%)	23 (18.4%)	6 (4.8%)	3 (2.4%)
6.	All employees in this organization A retreated equally	10 (8%)	28 (22.4%)	32 (25.6%)	7 (5.6%)	3 (2.4%)
7.	Our company vision and mission is Clear to me	16 (12.8%)	49 (39.2%)	12 (9.6%)	3 (2.4%)	0 (---)
8.	I have a clear idea of the role of my present job in my company	14 (11.2%)	43 (34.4%)	12 (9.6%)	9 (7.2%)	2 (1.6%)
9.	As compared to other places the benefits that I get here are Competitive enough	3 (2.4%)	12 (9.6%)	29 (23.2%)	24 (19.2%)	12 (9.6%)
10.	Overall, I am extremely satisfied With my job/company/work place	9 (7.3%)	23 (18.4%)	39 (31.2%)	3 (2.4%)	6 (4.8%)
11.	I would recommend the organization as a good place to work	10 (8%)	21 (16.8%)	36 (28.8%)	12 (9.6%)	1 (0.8%)

**Chi - Square Test:**

H0: There is no significant relationship between overall extremely satisfaction with the company and Employee recommend the company as a good place to work.

H1: There is a significant relationship between overall extremely satisfaction with the company and Employee recommend the company as a good place to work.

O = Observed frequency

E=Expected frequency

Expected frequency of any cell= (Row total of any cell) X (Column total of any cell )

	Recommend this Organization	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Row Total
Overall extremely satisfy							
Strongly Agree		2	4	1	0	0	7
Agree		3	16	6	4	0	29
Neutral		1	9	18	6	1	35
Disagree		1	1	0	1	0	3
Strongly Disagree		0	3	2	1	0	6
Column Total		7	33	27	12	1	80

<b>O</b>	<b>E</b>	<b>(O-E)</b>	<b>(O-E)<sup>2</sup></b>	<b>(O-E)<sup>2</sup>/E</b>
2	0.7	1.3	1.69	20.14
4	3.7	2.3	5.29	1.43
1	3.5	-2.5	6.25	1.8
0	0.9	-0.9	0.81	0.42
0	0.7	-0.7	0.49	7
3	3.6	1.4	1.96	0.54





16	17.8	4.2	17.64	0.99
6	16.7	-4.7	22.09	1.32
4	4.4	-0.4	0.16	0.03
0	0.4	-0.4	0.16	0.4
1	4.8	-2.8	7.84	1.63
9	23.6	-6.6	43.6	1.85
18	22.2	8.8	77.44	3.48
6	5.8	0.2	0.04	0.0068
1	0.5	0.5	0.25	0.5
1	0.3	0.7	0.49	1.63
1	1.2	-0.2	0.04	0.03
0	1.2	-0.2	0.04	0.03
0	0.3	0.7	0.49	1.63

**IV. RESULTS AND DISCUSSION**

The results of this secondary study indicated that the culture of the firm has a significant and beneficial influence on the level of employee engagement. Employees often acquire a strong feeling of purpose and devotion to an organization as a result of the culture at that organization. According to Al Shehri et al. (2017), companies that have cultures that are achievement-oriented or that have cultures that value collaboration do not let rules and regulations to obstruct the method in which work is carried out. As a direct consequence of this policy, workers in such companies are allowed the autonomy to make decisions at their own discretion while they are on the job. (Saavedra & Kwun, 2000) The findings of this research indicate that employees who are empowered to use their discretion within the workplace exhibit higher levels of enthusiasm, which is an attribute of an employee who is engaged, and lower degrees of fatigue. Therefore, it can be deduced that when a business has a culture of cooperation or accomplishment, workers are allowed to use their own judgment, which generally leads to increased levels of engagement on an individual basis. Therefore, an organizational culture that encourages collaboration or is achievement-oriented might have a favorable impact on the level of engagement among the workforce.

**4.1 DATA ANALYSIS AND INTERPRETATION**

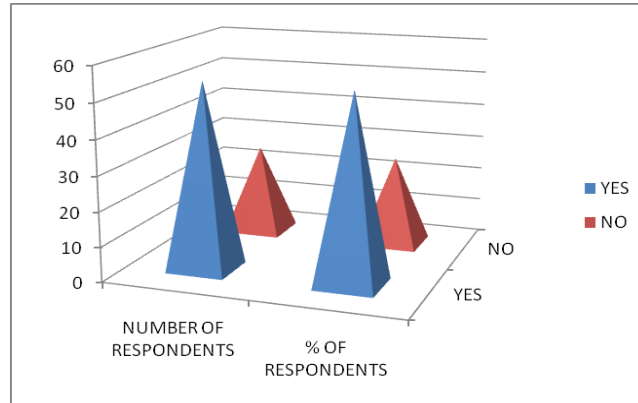
**4.1.1 EMPLOYEE ENGAGEMENT PROGRAM SHOULD BE CONDUCTED BY AN ORGANIZATION**

**TABULAR COLUMN: 1**

SNO	RESPONSE	NUMBER OF RESPONDENTS	% OF RESPONDENTS
1	YES	54	67.5
2	NO	26	32.5
TOTAL		80	100



CHART: 1



**INFERENCE:**

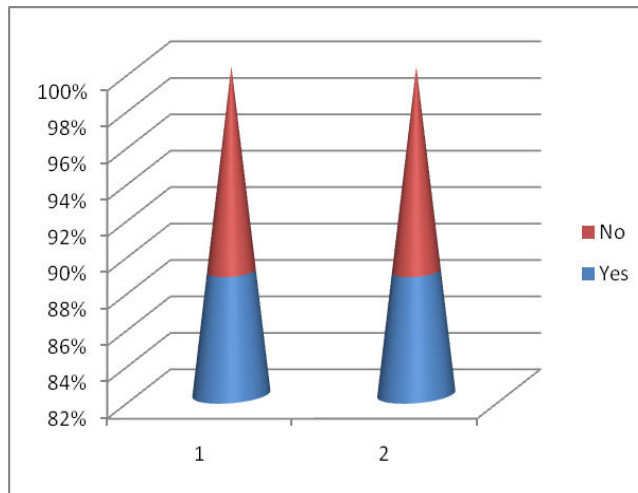
It is observed that 67.5% of respondents has agreed to conduct an employee engagement program in an organization and 32.5% of respondents has not agreed to conduct the program.

**4.1.2 OPPORTUNITIES TO THE WORK BEST**

**TABULAR COLUMN: 2**

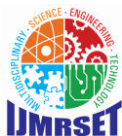
SNO	RESPONSE	NUMBER OF RESPONDENTS	% OF RESPONDENTS
1	Yes	71	77.5
2	No	9	22.5
TOTAL		80	80

CHART: 2



**INTERFERENCE:**

It is observed that 77.5% of respondents has opportunities to the work best and 22.5% of respondents has no opportunities to work best.

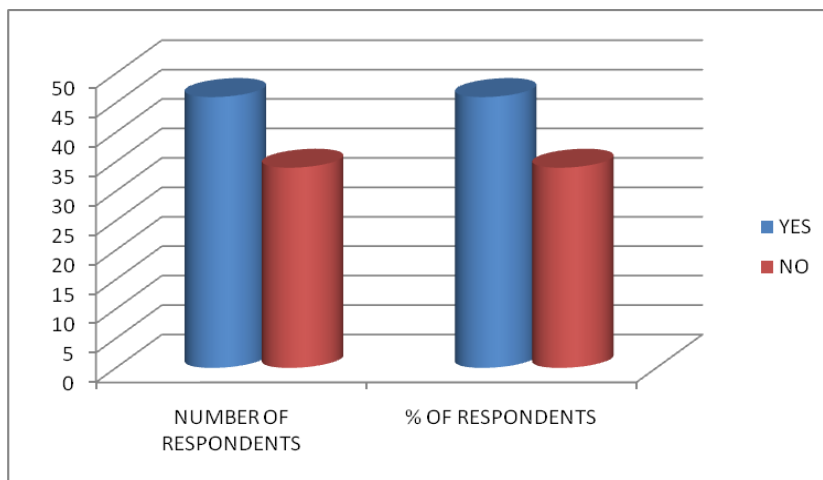


**4.1.3 ADVANCEMENT IN THE JOB**

**TABULAR COLUMN: 3**

S.NO	RESPONSE	NUMBER OF RESPONDENTS	% OF RESPONDENTS
1	YES	46	57.5
2	NO	34	42.5
TOTAL		80	100

**CHART: 3**



**INFERENCE:**

It is observed that 57.5% of respondents has advancement in the job and 22.5% of respondents has no advancement in the job.

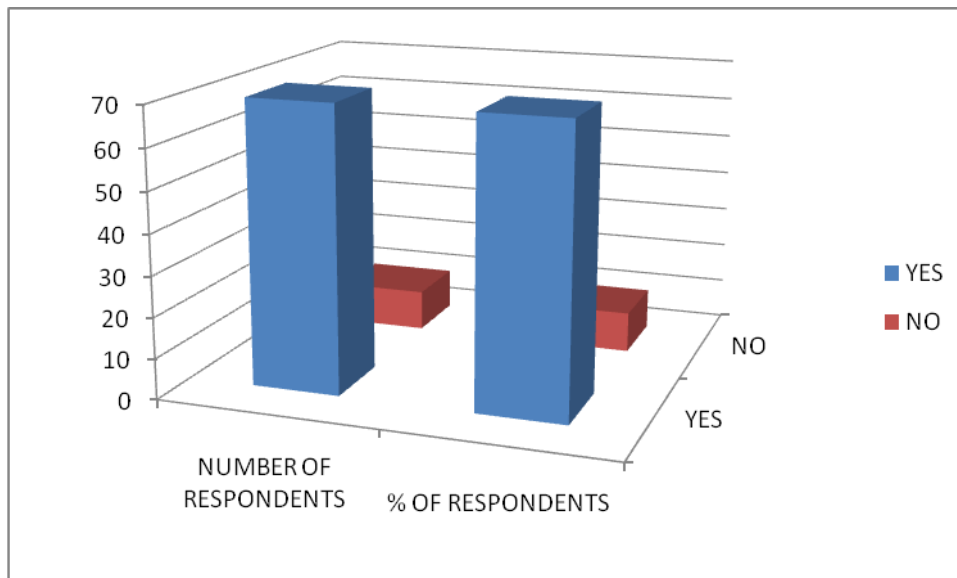
**4.1.4 JOB MATCHES WITH PROFESSION**

**TABULAR COLUMN: 4**

SNO	RESPONSE	NUMBER OF RESPONDENTS	% OF RESPONDENT S
1	Strongly Agree		70
2	Agree		
3	Neither Agree or Disagree		
4	Disagree	10	10
5	Strongly Disagree		
TOTAL		80	80



CHART: 4



**PERCENTAGE ANALYSIS:**

Response	Calculation	% Analysis
yes	$70/80*100$	87.5
No	$10/80*100$	12.5

**INFERENCE:**

It is observed that 87.5% of respondents has job matches with the profession and 12.5% of respondents has no job matches with the profession.

**4.1.5 PERFORMANCE IN WORK**

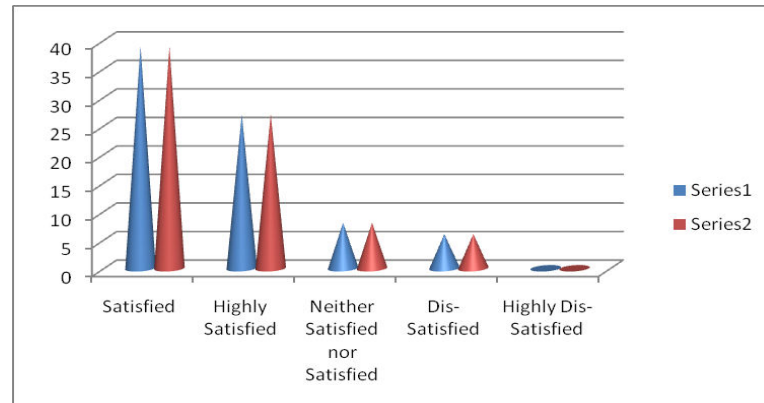
**TABULAR COLUMN: 5**

SNO	RESPONSE	NUMBER OF RESPONDENTS	%OF RESPONDENTS
1	Satisfied	39	48.75
2	Highly Satisfied	27	33.75
3	Neither Satisfied nor Satisfied	8	10
4	Dis- Satisfied	6	7.5
5	Highly Dis- Satisfied	0	0
	TOTAL	80	100





CHART: 5



**INFERENCE:**

It is observed that 48.75% of respondents are satisfied 33.75% of respondents are highly satisfied, 10% of respondents Neither Satisfied nor Satisfied, 7.5% of respondents Dis- Satisfied, and 0% of respondents Highly Dis-Satisfied in work performance.

**V. FINDINGS**

- The majority of responders (33%) are between the ages of 30 and 35.
- The vast majority of responses (89%) are men.
- 54% of respondents have more than 5 to 10 years of professional experience.
- The majority of responders (49%) are not graduates.
- Every responder has participated in an Employee Engagement programme at least once a year.
- 100 percent of workers perceive the rationale for conducting Employee Engagement to encompass all variables such as identifying motivating techniques, deciding monetary incentives, and identifying performance impediments.
- Employee Engagement was carried out during working hours by 87 percent of respondents.
- Employee Engagement is handled by an outsider for 100 percent of respondents.
- The majority of respondents (77%) believe that the motivation for Employee Engagement is highlighted on occasion.
- A meeting is held once a year for all staff to discuss their performance.
- According to 69 percent of respondents, Employee Engagement is tied to company objectives to some degree.
- According to all respondents, they are never engaged in the creation of the Employee Engagement system.
- 87 percent of respondents believe the Employee Engagement system was designed to be extremely relevant to the workers' jobs.
- During the performance evaluation, most responders readily give their opinions and comments.
- All responders have received instruction on how to complete the Employee Engagement forms.
- All of the respondents believe that the assessor is unaware of each employee's position and obligations.
- 89 percent of respondents believe their superior will sometimes give informal input for performance improvement.
- The majority of respondents (44%) believe that raters are less active in employee appraisals.
- The majority (90%) of respondents believe that Employee Engagement is crucial to the firm.
- The majority of respondents (78%) believe that Employee Engagement is well implemented in the firm.
- Sixty-four percent of respondents believe that senior management is very supportive of the Employee Engagement system.
- The majority of respondents (54%) believe that the Employee Engagement system is evaluated and updated on a regular basis.
- 54% of respondents feel that Employee Engagement makes it more difficult to recognise workers' potential for progression.
- The majority of respondents (51%) believe that the Employee Engagement system needs to be improved.
- 57 percent of respondents strongly believe that the Employee Engagement system motivates them to work harder to achieve their objectives.



- 57 percent of respondents believe feedback on the Employee Engagement system is acquired on an irregular basis.
- All respondents agree that both good and negative issues were shared with staff.
- When unfavorable issues are mentioned, 46 percent of respondents feel disheartened.
- The rating assessment method is inspiring to the majority of responders (35%).
- 75% of respondents say they are very comfortable addressing difficulties with their boss.
- The majority of responders (40%) believe that performance is evaluated based on contribution criteria.
- 33% of respondents believe that a change in motivating technique is made following a performance evaluation.
- The Employee Engagement system is extremely successful in increasing overall performance, according to the majority of respondents (34%).

### 5.1 SUGGESTIONS

- Employee Engagement might be carried out by someone from inside the business who is acquainted with the workers.
- The goal of conducting the Employee Engagement may be addressed, and any concerns could be cleared up.
- Employee Engagement might be continually updated to align with individual and corporate objectives.
- Employees might provide suggestions on how to structure the Employee Engagement system.
- Employee suggestions during Employee Engagement may not reach upper management since it is handled by an outsider. In such cases, a suggestion box may be introduced and regularly examined.
- Before performing a performance evaluation, the assessor must be aware with the employee's job responsibilities and obligations.
- Formal or informal meetings might be used to discuss performance feedback. Employee participation and performance may improve as a result of this.
- For optimal Employee Engagement outcomes, an appropriate and competent appraiser may be hired.
- Employee engagement may be built in such a manner that it identifies workers' latent ability and talents.
- Employees with poor performance might be summoned personally, encouraged, and constantly watched to improve.
- In every Employee Engagement programme, appraisal feedback is critical. It might be carefully conveyed by encouraging strong achievers to raise their targets while encouraging poor performers to boost their confidence.

### 5.3 CONCLUSION

According to the findings of this study, certain aspects of a company's culture may have a large beneficial influence on employee engagement, which in turn can have an effect on the performance of the business. Culture in an organization may be seen of as an approach system that is relatively open and contains linkages that are both interactive and interdependent with the performance of the company. The sophisticated and comprehensive nature of this research could also add value to studies pertaining to organizational culture and employee engagement. It could do this by providing significant viewpoints in the realm of organizational culture, employee engagement, and its overall impact, as well as by initiating an extended discussion on the development of an effective framework between organizational culture, employee engagement, and how it impacts organizational performance as a whole. Having said that, this study does come with its own set of restrictions due to the fact that it was carried out through reading previous research that has been published in the form of literature. In addition to this, taking into consideration the limited number of research that have been carried out inside the industrial sector in India. As a consequence of this, it would be advantageous to undertake empirical research that takes into consideration any specific industry within the manufacturing sector in order to produce findings that are more applicable and dependable.

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