

A Study on Employee Engagement and Job Satisfaction at Metal Scope India Private Limited, Puducherry

Prasanthi R¹, Dr. A. Mathiazhagan²

¹MBA Student, Department of Management Studies, Sri Manakula Vinayagar Engineering College (Autonomous), Puducherry.

²Assistant Professor, Department of Management Studies, Sri Manakula Vinayagar Engineering College (Autonomous), Puducherry.

ABSTRACT

This study explores the dynamics of employee engagement and job satisfaction at Metal Scope India Private Limited, Puducherry emphasizing their impact on organizational success. Employee engagement, defined as the emotional and intellectual commitment of employees to their work, drives motivation, collaboration, and innovation. Job satisfaction, on the other hand, reflects employees' contentment with their roles, environment, and organizational policies. Together, these factors influence productivity, retention, and workplace morale

Using a combination of primary and secondary data, the research evaluates the factors influencing engagement and satisfaction, assesses their impact on employee retention, and identifies areas for improvement. Statistical tools such as percentage analysis, correlation, weighted averages, and chi-square tests are utilized to interpret data collected from 170 employees. The findings emphasize the role of leadership, feedback systems, and recognition in fostering a motivated workforce. Recommendations include strengthening communication channels and offering tailored career development programs to enhance employee satisfaction and engagement.

Keywords: Employee Productivity & Retention, Career Development, Organizational Success.

1. INTRODUCTION

1.1 Employee engagement and job satisfaction are integral to the success of any organization. Employee engagement reflects the emotional and intellectual commitment employees have towards their work and the organization, driving motivation, innovation, and productivity. Job satisfaction, on the other hand, pertains to the fulfilment employees derive from their roles, work environment, and organizational culture. Together, they influence key outcomes such as retention, morale, and overall performance. Organizations that prioritize these aspects can foster a positive workplace culture, align individual goals with organizational objectives, and gain a competitive edge in their industry by building a motivated and committed workforce.

1.2 OBJECTIVE

- Evaluate factors determining employee engagement.

- Measure the effectiveness of current engagement practices and analyze the satisfaction levels among employees.

2. REVIEW OF LITERATURE

- Silva et al. (2023) explored the psychological aspects that enhance employee engagement, such as self-association with work roles and persistence. Their findings suggest that emotional connections and meaningful work significantly improve engagement and job satisfaction, ultimately impacting organizational goals positively. This aligns with the idea that employees are more engaged when they see purpose in their tasks and feel supported by organizational culture.
- Konard et al. (2022): Their research explores how engagement at cognitive, affective, and behavioral levels impacts job satisfaction. They argue that when employees see their roles as meaningful and feel emotionally connected to the organization's mission, their engagement and satisfaction improve significantly.
- Dyke-Ebirika Ngozi & Amah Edwinah (2022): Their research emphasizes the role of cognitive engagement in understanding employees' contributions to organizational goals. It highlights the importance of job clarity and organizational alignment for enhancing job satisfaction and engagement. Affective engagement, defined as emotional attachment to an organization, also plays a critical role in improving satisfaction and retention
- M Kaliannan, SN Adjova (2021): This paper explores the strengths and weaknesses of employee engagement strategies implemented by a telecommunications organization in Ghana. Quantitative research approach was adopted with 137 completed responses. The findings reveal that the engagement strategies deployed by the organization has achieved level of satisfactory. However, there are areas of improvement that can be established to integrate the talent management with overall organizational corporate strategies
- Arti Chandani, Mita Mehta, Akanksha Mall and Vashwee Khokhar (2020): HR practise and policies play an important role in defining the relationship between the employees and employers. It was found that there is no direct connection between HR practices and policies and employee engagement. In fact, it was revealed that the relationship among HR practices and engagement is rather indirect. Two key factors are impacted by HR practices, the line manager behaviour and the person-job fit. The actual relationship exists between these two and employee engagement. Employees should be made to feel that their company's values are clear and unambiguous in order to generate higher engagement. Value it among st other was also found to be an antecedent to employee engagement.
- Osborne & Hammoud (2020): The review of the literature of this study begins with self-determination theory (SDT) as the foundation for understanding the importance of implementing new strategies to an organization. The next section of the literature review addresses employee engagement as a learning process to explore the unique challenges of implementing processes to support productivity and profitability. The remainder of the literature review includes four sections on employee engagement, impact of employee engagement, organizational culture, and leadership.
- Sun and Bunchapattanasakda (2019): The literature review of employee engagement reflected the following results. First, employee engagement starts with the personal work experience and is a typically individual decision that cannot be forced. It involves individual employees, not organizations. Therefore, employee engagement is an individual-level concept not a group-level concept. Second, employee engagement is an active, work-related psychological state that includes perceptions,

emotions, and behaviour, with the features of energy and involvement. Thus, engagement can be experienced emotionally, cognitively, and be displayed behaviourally. Third, the relationship between burnout and engagement is complicated. The empirical results showed that burnout and engagement were two ends of the same continuum in one dimension (cynicism-dedication), but independent of each other in another dimension (emotional exhaustion-vigour).

- M Kang, M Sung (2019): The purpose of this paper is to examine how a company's symmetrical internal communication efforts could influence its employees perception of relationship outcomes with the company and the subsequent employee communication behaviour about the company to others and their turnover intention. Additionally, the mediation effects of employee-organization relationship (EOR) quality between symmetrical internal communication and employee engagement were tested.

3. RESEARCH METHODOLOGY

This study aims to explore and analyse the intricate balance between consistency and flexibility in human resource management practices and their subsequent impact on employee performance, job satisfaction, and organizational growth. A systematic and methodical approach was followed to ensure that the findings are accurate, reliable, and relevant to the stated objectives. The research adopts a descriptive design, which is particularly suited for studies aiming to provide an in-depth understanding of the phenomena under investigation. The descriptive nature of this study facilitates the examination of HRM practices while identifying the relationship between consistency, flexibility and their influence on workplace dynamics.

3.1 Sample plan

A sample plan outlines the strategy used to select a representative subset of the population for the research. For this study, the sample plan was developed to ensure inclusivity and accurate representation of the employees at Metal Scope India Private Limited

- **Sample Size**

A sample of **170 employees** was selected from the total population for the survey. This sample size was deemed sufficient to capture the diverse perspectives and experiences of employees while ensuring the feasibility of data collection.

- **Sampling Technique**

The study employed simple random sampling, a probability-based method ensuring each employee has an equal chance of being selected. A random sampling approach within each stratum ensured that every employee had an equal chance of being selected.

3.2 Population

The population for this study consists of the 300 employees working at Supreme Industries, Puducherry. The company employs a total of 1000 employees across various departments and job roles, representing diverse demographics, skill levels, and responsibilities. This population includes both managerial and non-managerial staff, providing a comprehensive view of the workforce dynamics.

3.3 Survey methods

Survey Methods

- **Primary Data:** Collected through a structured questionnaire designed to capture various aspects of employee engagement and job satisfaction.
- **Secondary Data:** Derived from books, journals, articles, and online sources to provide additional context and support for the analysis.

- **Designing the Questionnaire:** A structured questionnaire was prepared, including questions about HRM practices, workplace flexibility, and employee satisfaction. Both close-ended (e.g., Likert scales) and open-ended questions were included.
- **Data Handling:** Responses were manually reviewed and later digitized for analysis using statistical tools like Percentage analysis, Chi-Square, Correlation, weighted average

4. DATA ANALYSIS AND INTERPRETATION

CORRELATION ANALYSIS:

AIM: To examine the correlation between employees’ positive attachment and current salary

- **Null Hypothesis (H₀):** There is no significant correlation between employee’s positive attachment and current salary
- **Alternative Hypothesis (H₁):** There is a significant correlation between employee’s positive attachment and current salary

POSITIVE ATTACHMENT	133	4	20	8	5
CURRENT SALARY	117	9	26	13	5

INFERENCE

According to correlation if the calculated value is -1 then it is negatively correlated, if it is +1 then the attributes are positively correlated and if the value is equal to zero then there is no association between the attributes. From this table the co-efficient of correlation (r) is calculated and i.e. 1. It means both the variables are strongly positively correlated. Hence the employees have a high positive attachment in their job and they are also performing their current job better.

Therefore, H₀ (Null Hypothesis) is rejected and H₁ (Alternative Hypothesis) is accepted.

CHI-SQUARE ANALYSIS:

AIM: To examine whether there is a significant difference between effective leadership and effective commitment.

- **Null Hypothesis (H₀):** There is no significant difference between effective leadership and effective commitment.
- **Alternative Hypothesis (H₁):** There is a significant difference between effective leadership and effective commitment.

CHI-SQUARE ANALYSIS

Observed Frequency	104	8	35	18	5	99	12	38	10	11
Expected Frequency	101.5	10	36.5	14	8	101.5	10	36.5	14	8

INFERENCE

From the above table, it is inferred that the calculated value is 5.58188 and the tabulated value is 3.84. By comparing the calculated value and the tabulated value, it shows that the calculated value is more than the tabulated value. Hence the null hypothesis is rejected and the alternative hypothesis is accepted. Hence, there is significant difference between effective motivation and engagement.

FINDINGS

CORRELATION ANALYSIS

The findings from the correlation is if the calculated value is -1 then it is negatively correlated, if it is +1 then the attributes are positively correlated and if the value is equal to zero then there is no association between the attributes. From this table the co-efficient of correlation (r) is calculated and i.e. 1. It means both the variables are strongly positively correlated. Hence the employees have a high positive attachment in their job and they are also performing their current job better.

CHI-SQUARE ANALYSIS

From the chi-square analysis, it is inferred that the calculated value is 5.58188 and the tabulated value is 3.84. By comparing the calculated value and the tabulated value, it shows that the calculated value is more than the tabulated value. Hence the null hypothesis is rejected and the alternative hypothesis is accepted. Hence, there is significant difference between effective motivation and engagement.

CONCLUSION

The study highlights the interdependence of employee engagement and job satisfaction in achieving organizational goals. Tailored strategies addressing these elements can lead to a more engaged and satisfied workforce, driving long-term success.

In today's competitive business world, employees are expecting more and more from the organization. With increased change in needs and expectation of the employees, the employers need to be cautious in choosing the right fit and giving a realistic job environment and motivate through their engagement activities to build passion, commitment and alignment with the organization's strategies and goals. Also the study infers, employees are satisfied with their work commitment and they are utilizing their potential as a whole for the development of the organization which develops measures of engagement programs.

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