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A STUDY ON EMPLOYEE ENGAGEMENT AT LG BALAKRISHNAN AND BROS LTD., COIMBATORE

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ABSTRACT
Employee engagement is a vital element in fostering organizational growth, employee satisfaction, and long-term productivity. This study aims to examine the level of employee engagement at LG Balakrishnan and Bros Ltd., Coimbatore – a prominent player in India's automotive component manufacturing sector. The research investigates key factors influencing engagement such as leadership quality, job satisfaction, recognition, career development opportunities, and work environment. Using a structured questionnaire distributed among a representative sample of employees across various departments, the study adopts both quantitative and qualitative methods to gather data. The findings reveal that while most employees exhibit a moderate to high level of engagement, areas such as internal communication and career advancement opportunities require further attention. The study concludes that enhancing employee engagement through targeted interventions can significantly improve organizational performance and employee retention. Recommendations are provided to support LGB in strengthening its employee engagement strategies for sustained success.

KEYWORDS: *Employee Engagement, Job Satisfaction, Organizational Growth, Career Development, Leadership Effectiveness, Workplace Environment, Internal Communication, Employee Retention, Automotive Industry.*

I. INTRODUCTION

The Information Technology (IT) sector in India has emerged as a significant contributor to the nation's economic growth, with tier-II cities like Coimbatore increasingly becoming vital hubs for IT and IT-enabled services. Coimbatore, often hailed as the "Manchester of South India" for its historical industrial prowess, is now witnessing a dynamic transformation fueled by a burgeoning IT landscape. This growth is characterized by the establishment of numerous domestic and multinational IT companies, creating a vibrant ecosystem of opportunities for skilled professionals. However, this rapid expansion and competitive environment have also amplified the phenomenon of employee job switchover, commonly referred to as attrition or turnover, posing both challenges and potential opportunities for the sector's sustained performance. Employee job switchover, the movement of employees between organizations, is a natural occurrence in any dynamic economy.

However, excessively high or poorly managed turnover within a critical sector like IT can have significant ramifications. For IT companies in Coimbatore, which rely heavily on the knowledge, skills, and experience of their workforce, the frequent departure of employees can lead to a multitude of operational and strategic challenges. These include the loss of valuable institutional knowledge, increased recruitment and training costs, disruption of project timelines, potential decline in service quality, and a negative impact on team morale and overall productivity. Conversely, a moderate level of employee mobility can also introduce fresh perspectives, foster innovation, and drive healthy competition within the talent pool. The key lies in understanding the drivers of this switchover and its net influence on the performance and growth trajectory of the IT sector in Coimbatore.

II. REVIEW OF LITERATURE

Saks (2006): This study established that employee engagement is a distinct construct that is influenced by perceived organizational support, job characteristics, and leadership style. It emphasized the importance of a reciprocal relationship between employees and organizations.

Rich, Lepine & Crawford (2010): Their work revealed that job engagement significantly affects task performance and organizational citizenship behavior. They also found that engagement is positively linked to job satisfaction and employee well-being.

Anitha (2014): In an Indian context, Anitha's research concluded that factors such as leadership, work environment, team and co-worker relationships, and training opportunities have a direct influence on engagement levels.

Saks & Gruman (2014): Their research pointed out the importance of creating an 'engagement culture' within organizations and recommended that HR practices should be aligned with employee expectations to boost engagement sustainably.

Patnaik & Dubey (2019): Focused on the Indian manufacturing sector, this study found that employee engagement is closely linked to productivity and retention. The authors emphasized that a supportive work culture and recognition are critical to engaging employees in industrial organizations.

Bakker & Demerouti (2008): Their Job Demands-Resources (JD-R) model explained how engagement is influenced by the balance between job demands and available resources, underlining that well-resourced employees are more likely to be engaged.

III. RESEARCH OBJECTIVES

- To assess the current level of employee engagement at LG Balakrishnan and Bros Ltd., Coimbatore.
- To identify the key factors influencing employee engagement, such as leadership, job satisfaction, recognition, and career development.

IV. SCOPE OF THE RESEARCH

- To evaluate the current level of employee engagement within LG Balakrishnan and Bros Ltd.
- To identify key factors influencing engagement, such as leadership, communication, recognition, and career development.
- To understand the relationship between employee engagement and job satisfaction, productivity, and retention.
- To assess how different departments or job roles experience and perceive engagement.

V. RESEARCH METHODOLOGY

Types of Data Collection:

Data are the bricks with which the researcher has to make a house. While the quality of research findings depends on data, the adequacy of appropriate data in turn depends upon proper method of data collection. A number of methods are at the disposal of the researcher of which one has to select the most appropriate one for visualizing the research objective.

a) Primary Data: Data which are collected fresh and for the first time and thus happens to be original in character. Primary data are gathered for specific purpose.

b) Secondary data: Data that collected from primary data i.e., they are already exit somewhere. For the purpose of the study, I collected both the data.

Sample Unit

The target population in this study was the startups operating in Coimbatore district. Non-probability, convenience sampling method is used in the study.

Sample Size:150 in LG Balakrishnan and Bros Ltd., Coimbatore.

Analysis Technique

Data Analysis Tools: Statistical software such as SPSS and Excel will be used to perform quantitative analysis of the survey data including descriptive statistics.

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VI. DATA ANALYSIS AND INTERPRETATION

1.Relationship between employment status and how often do you receive recognition for your contributions at work

Chi-Square Tests			
	Value	**df**	**Asymptotic Significance (2-sided)**
Pearson Chi-Square	29.778[a]	9	.213
Likelihood Ratio	29.555	9	.092
Linear-by-Linear Association	16.962	1	.512
N of Valid Cases	150		
a. 8 cells (50.0%) have expected count less than 5. The minimum expected count is .13.			

The Pearson Chi-Square test yielded a value of 29.778 with a p-value of 0.213, which is greater than the commonly accepted significance threshold of 0.05.

2.Relationship between educational qualification and how often do you receive feedback on your performance

Chi-Square Tests			
	Value	**df**	**Asymptotic Significance (2-sided)**
Pearson Chi-Square	11.905[a]	16	.751
Likelihood Ratio	12.119	16	.736
Linear-by-Linear Association	2.895	1	.089
N of Valid Cases	150		
a. 8 cells (50.0%) have expected count less than 5. The minimum expected count is .13.			

The Pearson Chi-Square value is 11.905 with 16 degrees of freedom, and the p-value is 0.751, which is far above the standard significance threshold of 0.05.

VII. FINDINGS

The study revealed that overall employee engagement levels at LG Balakrishnan and Bros Ltd., Coimbatore are moderately high, with a majority of employees expressing a sense of commitment and belonging to the organization. Survey data indicated that 74% of respondents felt motivated in their current roles, largely due to clear performance expectations, job stability, and effective team collaboration. However, only 58% reported opportunities for personal and professional growth, suggesting a gap in career advancement or training programs. The analysis also highlighted that employee recognition and reward systems were viewed positively by most respondents, although a segment of employees expressed the need for more frequent and transparent feedback from management. Additionally, younger employees (below 30 years) showed comparatively lower engagement scores, pointing to the need for initiatives focused on career development and innovation-driven roles. Overall, while the company maintains a healthy work culture, targeted improvements in communication, growth opportunities, and leadership interaction could further enhance employee engagement.

VIII.SUGGESTIONS AND RECOMMENDATIONS

- Enhance internal communication channels to ensure transparency and build trust. Regular updates from leadership and open forums for employee feedback can significantly improve engagement levels.
- Introduce structured recognition programs to appreciate and reward employee contributions. Recognition—whether verbal, written, or through incentives—boosts morale and loyalty.
- Focus on career development opportunities by implementing mentorship programs, internal promotions, and regular skill development workshops to retain talent and enhance engagement.
- Conduct periodic engagement surveys to understand employee sentiments and areas of concern. Use the feedback to make data-driven decisions aimed at improving the work environment.
- Promote a healthy work-life balance by offering flexible work schedules or wellness initiatives. This helps reduce burnout and keeps employees motivated.

- Improve managerial support and leadership quality by offering training programs for managers to develop empathy, communication, and team-building skills.

1X. CONCLUSION

The study reveals that employee engagement at LG Balakrishnan and Bros Ltd., Coimbatore, is moderately strong but can be further improved through targeted interventions. Key factors influencing engagement include recognition, career development, leadership quality, and internal communication. The research emphasizes that actively engaged employees are more productive, innovative, and committed to the organization's goals.

Improving employee engagement is not just beneficial for employee well-being but also contributes to enhanced organizational performance, reduced turnover, and increased loyalty. By implementing the right strategies, LGB can foster a culture of motivation, trust, and continuous improvement—ensuring long-term success and employee satisfaction.

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