



An analysis of Employee Efficacy, motivation, engagement, and commitment in the automotive Industry.

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1 Introduction

Over the years, the Indian automobile industry has prospered and with the increase in average citizen income, there has been a surge in demand throughout the industry. Growth, on the other hand, brings obstacles. The recent series of product recalls has undermined the industry's confidence in one way or the other. The issues and problems that the automobile industry faces have a human dimension to them as well. The future path of Human Resource is probable to focus on statistics and fact-based findings, as well as considerable use of technology to enhance people competence, allowing businesses to run more efficiently. In a broader sense, the human resources department has to take up strategic role in creating the organization's future through developing its most valuable asset — its people.

The Human Resource Management role is increasingly viewed as a strategic instrument for formulating and implementing organizational strategies in order to achieve organizational goals. Work has changed from a necessity for survival to an opportunity for enterprises to innovate and develop new benchmarks that will promote employee retention and personal fulfilment. To confront the difficulties of the twenty-first century, organizations place a premium on increasing revenue created by employees, a competent team, and employee commitment to attain strategic goals. Enormous companies are established on the intrinsic value of their people, as engaged and committed workforce nearly always allow a company to develop faster than similar competitors. As a result, management's role in retaining employees' commitment to the organization's objectives is critical. Employees' impaired sensitivities often have grave effects for the smooth operation of the industry if they lose faith in the leadership's motives or acquire the feeling of being neglected in the decision-making process. In this perspective, the research paper studies the relationship between self-efficacy, self-esteem and the aspects of organizational commitment viz., affective commitment, normative commitment and continuance commitment among middle level employees in selected auto component manufacturing sectors.

1.1 INTRODUCTION TO AUTOMOTIVE INDUSTRY

The role of automotive industry is vital in industrial and economic development of any Country. Transportation and mobility across the world has made possible with the evolution of automobile. All most all industries like petrochemicals, steels, refineries shipping, logistics, cement, paper etc requirements are satisfied by automotive industry. As a result of its profound forward and backward

linkages with various sectors of the economy, the industry has a positive multiplier effect and has a direct relation to economic progress of a nation. The automotive industry consist of a wide range of organization and companies that serves with the objective of designing, developing, marketing, manufacturing and selling of motor vehicles. This industry includes not only producers of original equipment manufacturers (OEM) but also, wholesalers, and automotive suppliers, distributors, dealers and importers. And the reason why Peter Drucker (1949) called automobile industry as the “industry of industries” and this can be confirmed as these industries share in total manufacturing, employment, GDP and exports Shamsavari, A., & Taha, Y. (2003).

India's automotive sector has gone a long way since the 1950s, when yearly car production was capped at 40 thousand units. In the early phases of the automotive industry, most expertise was gained by trial and error. The only three manufacturers in the early years of production were confined to Hindustan Motors, Premier Automobiles, and Standard Motors. Over a period, the Country turned up as a vital element in the Global automotive industry – the fourth largest in Asia-Pacific in 2020. With an average annual production of over 29 million vehicles in 2017–2018, India is now the world's sixth largest automaker, with roughly 4 million vehicles exported. According to Statistics, this industry employs more than 29 million people in direct and indirect employment. In the fiscal year 2017 Indian automotive sector employed over 1.3 million people as per Statistics Research Department, 2021. According to the UNIDO Industrial Statistics Database, employment has increased to 35% in the “Motor vehicles, trailers, semi-trailers” UNIDO, Indstat 2 (2019). All this shows that automobile sector contributes significantly to global manufacturing employment. In such scenario it is pivotal to understand the human resource aspect in this industry.

1.2 AUTO COMPONENT MANUFACTURING SECTOR : GLOBAL PERSPECTIVE

The evolution of the automobile industry began with the mass production of cars. The automotive business began in the United States in the nineteenth century, when the Duryea Motor Wagon Company of Springfield, Massachusetts was founded in 1886. Later, in 1886, the German Daimler Company stepped forward and established its plant. The automobile industry at the period was marked by fragmentation, mergers, divestitures, and frequent arrival and exit of vehicle companies. To briefly understand about the global automobile trend it is necessary to understand the automobile industry in America one of the pioneers in automobile, Japanese, European and other leading automobile industry.

Since the first automobile company been establishes in 1886 in USA, many businessman started to produce different vehicles. During the end of 1904 car production captured 42 % of the automobile market share. The mass manufacture of automobiles could not begin until Henry Ford appeared successfully challenging Seldon's patent and opening the auto industry to other investors. Manufacturers were engaged in small-scale production of "high-end" cars prior to the formation of Ford Company. In 1908, William C. Durant, in addition to Ford's efforts, founded General Motors Corporation (GM). The new marketing strategies of General Motors raised the market share to 28 % which restricted Ford Company to a market share of 35% only. Since it was supported by skilled engineers, managers, and investors, the automobile industry in America performed successfully. The Great Depression of the

1930s, on the other hand, appeared to be the first test for the American automobile industry. After a few setbacks, the industry has recovered.

The United States topped the sector, contributing 9.2 million automobiles to global output. Many companies exited the market during the decade, including Kaiser, Studebaker, Packard, Nash, and Hudson, due to bankruptcy and other internal causes. As a result, only three significant domestic manufacturers remained in the United States, forming a cartel. However, the car industry in the United States altered dramatically in the following decade, with production falling to 7.9 million vehicles while the rest of the globe saw a rise. The invasion of Japanese corporations, which capitalised on the advantages of quality and price over American corporations, was the fundamental reason of this declining trend. The inefficient fuel vehicles, increase in fuel price, invasion of Japanese automobile sector, September 11 attack, and global financial crisis of 2008 – 2009 all affected the United States auto sector adversely. Despite these challenges and concerns, the American automobile industry remains one of the world's leading industries.

Apart from the United States and European countries, Japan has made significant contributions to the automobile industry's development. Mr. Komanosuke Uchiyama was given the honor of building the first Japanese car in Ginza in 1902. However, mass vehicle production could not begin until the emergence of the Mitsubishi Zosen Company in 1914, which produced 22 Mitsubishi models. Understanding the power and monopoly position of American producers, the Japanese Government issued Automobile Manufacturing Industries Act in 1936 which brought two major Japanese companies, Toyota and Datsun, into the market. The Automobile Manufacturing Industries Act failed to prevent the invasion of American companies, and the market was dominated by America's big three corporations.

1.3 AUTO COMPONENT MANUFACTURING SECTOR IN INDIA

India, with its dense population and vast resources, is another key contributor to the global vehicle industry. There was no vehicle production in the country until 1944, and cars were imported directly from the United Kingdom. After independence there is a massive growth in industry segments like automobile, agriculture, and textile. With the help of the government and welfare measures adopted made these sector a progressive growth. Post liberalization automotive industry has been narrated as the sparkling sector of the Indian sub- continent. The government established limitations on automobile imports in 1970, and as a result, local vehicle manufacture increased to some extent. Certain firms, including Suzuki and Toyota of Japan and Hyundai of South Korea, were granted licenses to invest in the country as a result of the country's change from a closed to a free trade economy. Several additional international companies later created joint partnerships with Indian companies. With 3536783 automobiles produced in 2010, India is the world's sixth largest automobile producer (OICA, 2008). Due to limited demand, General Motors and Ford, which had established facilities in India prior to 1945, withdrew from the country in 1953. Hindustan Motors, Premier Automobiles, Standard Motor Products of India, Ashok Leyland, Mahindra & Mahindra, and Tata Locomotive & Engineering were the six licensed manufacturers at the end of 1955. (TELCO).

India's automobile sector has a bright future because its car penetration rate is quite low, considerably lower than that of most rising countries (Deepika Jindal et. al 2011). The Indian automotive industry spans all vehicle segments and is made up of essential component manufacturers centered in

India's regional clusters. There is currently no established or widely accepted technique of segmenting the market. Product types, weight/size, and product purposes have all been used to segment the market. Commercial vehicles, passenger vehicles, two-wheelers, and three-wheelers are the four segments divided into (Society of Indian Automobile Manufacturers 2007).

Auto Components industry exports, valued at \$14.5bn in FY20, is expected to grow at an annual rate of 23.9% to reach \$80 bn by 2026. USA, Germany, UK, Thailand and Italy are the top destinations for exports. Aftermarket segment includes tyre, battery, brake parts, is expected to reach \$32 bn by 2026 from \$9.8 bn currently. The overall industry accounts for 2.3% of India's GDP currently, is set to become the 3rd largest in the world by 2025.

Domestic OEM supplies contributed almost 56 per cent to the industry turnover followed by exports and domestic aftermarket at nearly 26 per cent and 18 per cent, respectively. Export of automobile components from India in FY19 stood at US\$ 15.17 billion. As per Automobile Component Manufacturers Association (ACMA) forecast, automobile component exports from India is expected to reach US\$ 80 billion by 2026. Indian auto components industry aims to achieve US\$ 200 billion in revenues by 2026. Turnover of automotive components industry stood at Rs 1.79 lakh crore (US\$ 25.61 billion) in FY20.

1.4 AUTOCOMPONENT MANUFACTURING SECTOR IN TAMILNADU

Considering the southern states of India, Tamil Nadu has a long history of producing automobiles. The Indian vehicle sector has evolved gradually since 1953, when Simpsons launched it in Chennai with the production of automobiles, diesel engines, and steam passenger buses. Since then, a slew of vehicle and auto component manufacturing plants have sprouted, earning Chennai the moniker "India's Detroit." Tamil Nadu experienced the second wave of the "automobile boom" in the 1990s and early 2000s. Apart from that Tamil Nadu is known to be one of India's largest auto component makers, with towns like Chennai and Coimbatore accounting for roughly 35% of total auto component output. During the fiscal year 2018-19, the Tamil Nadu auto component sector generated about 2.3 percent of the country's GDP and had a market value of USD 49 billion Tamil Nadu Automobile and Auto Components Policy (2014).

1.5 AUTOCOMPONENT MANUFACTURING SECTOR IN COIMBATORE

Coimbatore is a major centre for the manufacture of automotive components in India with car manufacturers Maruti Udyog and Tata Motors sourcing up to 30%, of their automotive components from the city. G.D. Naidu developed India's first indigenous motor in 1937. India's first indigenously developed diesel engine for cars was manufactured in the city in 1972. The city is also a major centre for small auto component makers catering to the automobile industry, from personal to commercial and farm vehicles. As the state strives to remain at the forefront of EV manufacturing in the country, the Tamil Nadu government aims to establish an electric vehicle cluster in Coimbatore to promote the development of electric motors and associated parts. In order to encourage the development of electric motors and associated parts, the Tamil Nadu government aims to establish an electric vehicle cluster in Coimbatore.

2. REVIEW OF LITERATURE OF THE STUDY

The review of literature helps to broaden our understanding of the subject and lays the groundwork for future research. Its objective is to explain, review, assess, clarify, and integrate the findings of previous studies. By discovering the gap in the literature, identifying information, ideas, and methods that could be applicable to the project, and continuing from where others have already arrived to build on the platform of existing knowledge and ideas, a literature study can assist to avoid spinning the wheel. The research paper has the strong base of reviewing 97 journals and publications and research gaps were identified in consolidating major important 6 review papers as base. Objectives were formulated based on the research gap analysis.

3.1 OBJECTIVES OF THE STUDY

- To study the relationship between the Middle Level Employees' Self-Efficacy, Self-Esteem, motivation and engagement towards Organizational Commitment factors such as Affective, Continuance and Normative commitment.

3.2 POPULATION, SAMPLE SIZE AND SAMPLING TYPE

The study is descriptive in nature and the population of the study was Middle level employees belonging to automotive industries in Coimbatore. The researcher has adopted Stratified Sampling method to collect data. From the district of Coimbatore, Automotive companies are selected as sample by stratifying with three different companies as strata 1 and from each strata, sample of 100 respondents had been selected.

3.3 TOOLS USED FOR DATA COLLECTION

The questionnaire was the tool used to collect the primary data. The questionnaire consisted of 2 parts. The first part of the questionnaire was about the demographic aspects of the respondents; while the second part was a combination of both structured instruments and instruments designed for the study, to collect data on the study factors.

3.4 Reliability of the constructs

The extent to which measurements are free from error and yield consistent results is called reliability. According to Carmines and Zeller (1979) reliability concerns the extent to which an experiment, test or any measuring procedure yields the same results on repeated trials. Reliability of the instrument is ensured after ensuring the content validity of the constructs, sequence of the questions in each construct and the inference of the questions through literature review and expert opinion. This process needed empirical data. Consequently, a pilot study was conducted.

The data gathered from the pilot study was subjected to reliability test using Cronbach Alpha. The traditional method used to evaluate reliability was the Cronbach α coefficient (Cronbach, 1951). The reliability analysis of study variables was computed using Alpha technique. The analysis was done for all the seven dimensions of the study to establish the level of reliability. In the same way the reliability analysis was carried out for all the independent variables and dependent variables used for the study.

Table No: 1 Reliability Table

S.No.	Name of Items	Cronbach's Alpha Value
1	Self-Efficacy	.826
2	Self-esteem	.829
3	Employee Motivation	.790
4	Employee Engagement	.821
5	Affective Commitment	.830
6	Continuance Commitment	.801
7	Normative Commitment	.845
	Total	.820

The reliability coefficients for the variables chosen for the study should be more than 0.70, to consider it as an acceptable value (Nunally, 1978). In this study the Reliability analysis showed that all the components have presented an alpha value greater than 0.7, showing the evidence of reliability and the overall reliability of the instrument is **0.82**. Thus, the items constituting each variable under study have a reasonable internal stability and present that all the dimensions of study have a positive reliability. The factors and dimensions included for analysis carry a good degree of reliability to support the objectives developed.

All dimensions have got significant relationship to make the real depiction of the study. Hence it is concluded that, the data collected for the research study lies within the reliability limit.

3.5 STATISTICAL TOOLS APPLIED

Data collection is a basic part of research, which must be performed for all researchers, such a kind of data is investigated through various statistical tools. The collected data were summarized and analyzed in readable interpretable form. The Statistical Package for the Social Sciences (version 23) (SPSS 23 and Wrap PLS (Version 7) for Windows13 programme was used for the statistical analysis. In this research the following statistical tools are applied and evaluated in line with the objectives of the study.

3.6 Correlation Analysis

Correlation Analysis measures the relationship between two items. The resulting values called the “correlation co-efficient” showed the extent to which changes in one item will result in change in the other item. According to Muchinsky (1993), correlation reflects the degree of linear relationship between two variables and highlights two elements - the direction and the strength of the relationship. A correlation coefficient ranges in value from -1, 00 (which represents a perfect negative correlation) to

+1, 00 (which represents a perfect positive correlation). A 0, 0 values represent a lack of correlation. The most commonly used instrument is Pearson's product-moment correlation coefficient. Hence, it is used to measure the relationship between the dimensions of Self-Efficacy, Self-Esteem, Employee motivation, Employee Engagement and Organizational Commitment.

3.8 RESEARCH HYPOTHESIS

H₀₃: There is significant relationship between Employee Motivation and of Employee Engagement towards various factors of Organizational Commitment such as Affective, Continuance and Normative commitment.

H_{a3}: There is significant relationship between Employee Motivation and of Employee Engagement towards various factors of Organizational Commitment such as Affective, Continuance and Normative commitment.

Hence the study examines the relationship between Employee Motivation and of Employee Engagement towards various factors of Organizational Commitment such as Affective, Continuance and Normative commitment.

4. CONCEPTUAL BACKGROUND

Every individual in an organisation is capable of establishing objectives they want to attain, changes and accomplishments they want to make. Around the same time, many employees recognise that putting these strategies into practice is not as simple as it appears. An employee's ability to make difficult decisions, conduct meetings with authority, encourage colleagues to engage with them frankly, and be open to feedback, particularly constructive feedback, will be hampered if they lack real self-efficacy. When confronted, an employee who lacks self-efficacy would always second-guess his decisions and become defensive. Employees are the capital asset of the organisation and hence it becomes crucial for the organisations to make them stay for a longer period and work ardently towards accomplishing the organizational goal. When employees have a great level of organisational commitment, they believe in the company's heart and future, they comprehend the organization's goals, they feel like they belong, and they are well esteemed and rewarded for the work they accomplish. The study has thus conceptualized the model with the variables as follows:

- **Independent Variables:**
 - Self-Efficacy
 - Self-Esteem
- **Dependent Variable - Organisational Commitment**
 - Affective Commitment
 - Normative Commitment
 - Continuance Commitment
- **Mediating Variables**
 - Employee Motivation
 - Employee Engagement

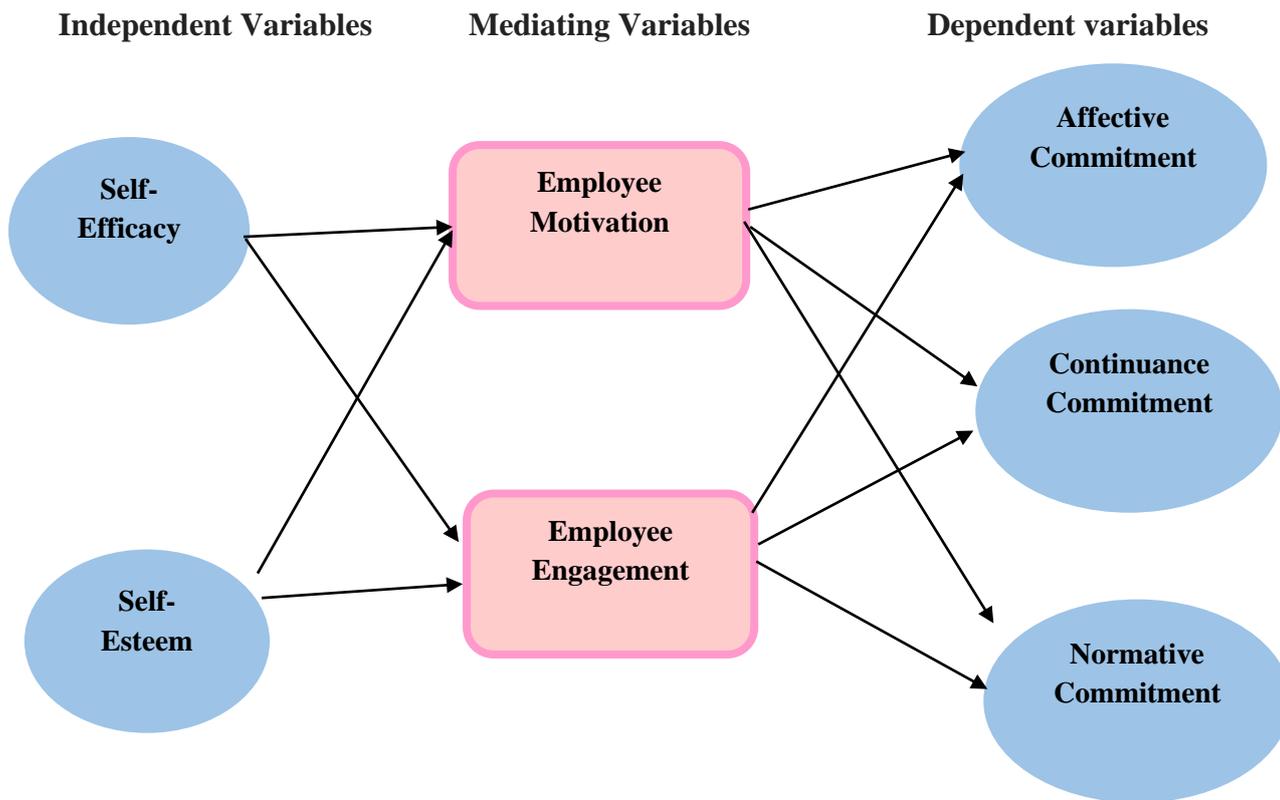


Figure No: 2 Conceptual Framework

4.1. SELF-EFFICACY

Self-efficacy is significant for both Organizational Commitment and Employee Commitment. There is an upward frame of evidence that exhibits both the impact of Self-Efficacy beliefs on progresses of automobile industry and the victory of intrusions around Self-Efficacy in refining an array of growth of automobile industry. Self-efficacy beliefs have been shown to be supple rather than fixed, and workspace climate and circumstances have a powerful impact on Self-Efficacy.

Self-efficacy beliefs can be advanced and enhanced, particularly by considering the following bases:

- **Mastery experience** – this progresses from recurring successful enactments at a specific task or in a specific area. It’s vital to note that this do not mean that people do not undergo holdups or let-down, but rather that they persevere till they succeed. Honest successful experiences elevate people’s sense of competency and poise.
- **Vicarious experience** – this refers to understanding and abilities gained through witnessing or hearing, about peers and coworkers who have attained success in a specific task or action. Sometimes vicarious practice occurs when compared with alike peer, and occasionally it may occur through demonstrating by parallel but more capable peers who possess the necessary abilities, knowledge or tactics to achieve the job or activity.
- **Social persuasion** – this involves honest encouraging communications from remarks, feedback and positive reinforcement established from peers or educators. It is vital to note that it is easier to deteriorate Self-Efficacy beliefs through adverse response than to reinforce self-efficacy views

through positive inspiration, so it is significant to be watchful of the nature of response that peers and educators provide.

- **Physiological and emotional states** – this refers to data construed through the sanities as an individual forestalls or engages in intricate tasks. Feeling enthusiastic at the outlook of undertaking a trial can strengthen Self-Efficacy, though a sense of concern or stress in the face of an unnerving task will deteriorate Self-Efficacy.

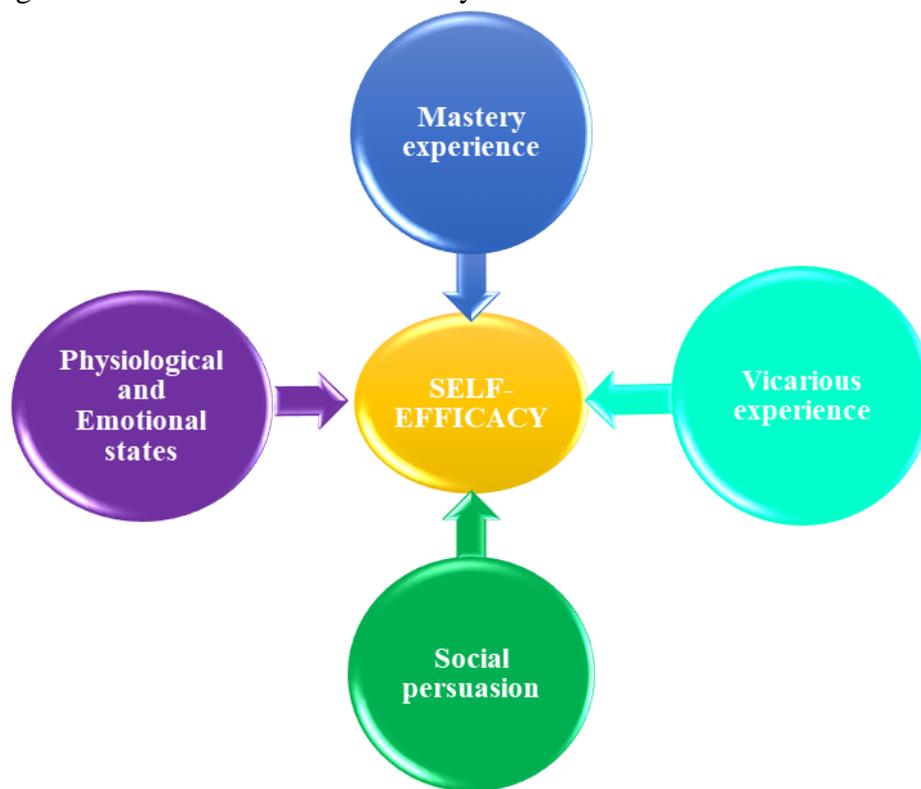


Figure No: 5 Factors contributing to Self-Efficacy

4.2. SELF-ESTEEM

Self-Esteem is the feeling of an individual's self-worth. It is how an individual value their own self, irrespective of their situation. Employees with optimum Self-Esteem would believe their perception and decisions that consecutively would enhance the interpersonal relations with the colleagues at workspace. The Employees with high Self-Esteem tend to be good leaders by encouraging the participation of co-workers in decision making.

Organization Based Self-Esteem means how an individual, as an employee feels positively about themselves in the workplace. Employees with OBSE lead a valued and pride work-life compared to those with low Self-Esteem. The employees with high Self-Esteem experience less stress at work and are prone to enhance their motivation and engagement at work as they tend to maintain a constructive relationship with others.

4.3. EMPLOYEE MOTIVATION

It is the energy level, happiness, dedication and innovation that an employee carry in to an organization. The motivated employees bring in good vibes and value to the organization by contributing their utmost performance best as an individual and also foster team performance. Employee

motivation is of two types, viz., Intrinsic and Extrinsic Motivation. Intrinsic motivation is a motivation that ascends from one-self, regardless of the external atmosphere, while the extrinsic motivation is a behavior which is driven from outside in an organization. Extrinsic motivation is characterized by both monetary and non-monetary benefits like appraisal, reward, incentive and appreciation, promotion, recognition respectively.

The intrinsic motivation of employees is characterized by inherent behavior viz., Autonomy, Mastery, Relatedness, and Purpose. The Autonomy is the independence to make and execute decisions relating to work; Mastery is the skill or the in-depth knowledge on a particular task or an activity; Relatedness is the feeling of belongingness to the organization and Purpose is the need and interest to achieve big in the organization.



Figure No: 6 Factors contributing to Intrinsic Motivation

Extrinsic motivation is characterized by the factors that drive the performance of an employee from outside one's self. The factors contributing to Extrinsic Motivation are pay, reward, incentives, awards, recognition, promotions, motivation from the supervisory end and job security.



Figure No:7 Factors contributing to Extrinsic Motivation

4.4. EMPLOYEE ENGAGEMENT

Employee Engagement is the term relating to the passion and dedication towards their job. While engagement relates to the connection of the employees towards their job, commitment relates to the connectivity they possess towards their organization. The engaged employees are those who are motivated and feel happy in the job, as a result, they contribute their best at work. Employee engagement is based on an organization's members' trust, integrity, two-way dedication, and communication. It's a strategy that helps businesses succeed by improving organizational and individual performance, productivity, and well-being. It is quantifiable. It ranges from mediocre to excellent. It can be cultivated and substantially increased, or it can be squandered and discarded.

The Employee Engagement is characterized by the features of the job, clarity in the role, rewards and recognitions received at the right time, autonomy at work, perceived organizational support and supervisory support. The features of the job are the tasks involved in the job; role clarity means the extent to which the employee is clarified with the role they act upon in the organization; rewards and recognition are the monetary and the non-monetary benefits that an employee derives from the job; work autonomy is the decision making powers of the job; perceived organizational support is the support, an employee receives from an organization while perceived supervisory support is the support received by the employee from their respective supervisors.



Figure No:8 Factors contributing to Employee Engagement

4.5. ORGANIZATIONAL COMMITMENT

Organizational commitment is crucial in determining whether or not an employee will stay with the company for a longer amount of time and work tirelessly to achieve the company's goals. When an Organizational Commitment is identified, it can be used to anticipate employee satisfaction, engagement, leadership distribution, job performance, job insecurity, and other comparable characteristics. From a management standpoint, knowing an employee's level of commitment to his or her work is critical in order to determine their dedication to the duties allotted to them on a daily basis. The three constructs of Organizational Commitment are Affective, Normative and Continuance Commitment.



Figure No:9 Factors Contributing to Organizational Commitment

Affective commitment:

It is the emotional connectivity and the affection an employee has towards their Organization. An employee's affective commitment means that they are not only happy, but actively involved in organisational activities such as participating in meetings and discussion, offers valuable inputs or proposals that will benefit the organisation, and having strong ethical values, among other things.

Continuance commitment:

The employees with continuance commitment feel that they need to stay in the organisation, rather than leaving the same, due the unaffordability. When an employee's commitment level remains consistent, they wish to stay in the company for a longer span of time because they believe they are obligated to stay since they have already invested enough energy and feel emotionally and mentally linked to it.

Normative commitment:

It is feeling of gratefulness towards the organisation and they feel it is the correct decision to stay in. They tend to stay in the organisation, since they feel it is their ethical responsibility, the management believes in them and that they are fairly treated by the organization.

5. Correlation Analysis

Correlation is a process of association quantification of two factors. It details if the relationship will stand significant or insignificant. It is used to quantify dynamics of Self-factors with Employee Motivation, Engagement and Organizational Commitment.

5.1 Correlation between Self-efficacy with Employee Motivation and Employee Engagement.

H₀: There is no significant correlation between Self-efficacy with Employee Motivation and Employee Engagement.

H₁: There is significant correlation between Self-efficacy with Employee Motivation and Employee Engagement.

Table No:-2 Correlation between Self-efficacy with Employee Motivation and Employee Engagement.

Self-Efficacy		
Employee Motivation	Pearson Correlation	.536**
	Sig. (2-tailed)	.000
	N	300
Employee Engagement	Pearson Correlation	.712**
	Sig. (2-tailed)	.000
	N	300
** . Correlation is significant at the 0.01 level		

Source: Primary Data

Interpretation

Among the items measured, Employee Engagement showed very strong correlation ($r=.712$, Sig .000), while Employee Motivation showed strong correlation ($r=.536$, Sig .000) with Self-Efficacy. **It was brought to light from table no:-5.5.1 that Employee Engagement had more substantial correlation with Self-Efficacy.** This may be due the reason that Efficacious Employees tend to possess the ability to take challenges and willingness towards work with more Engagement.

As a consequence of the analysis null hypothesis was rejected. The analysis also proved that Self-Efficacy exhibited perfect correlation with Employee Motivation and Employee Engagement.

5.2 Correlation between Self-esteem with Employee Motivation and Employee Engagement.

H₀: There is no significant correlation between Self-Esteem with Employee Motivation and Employee Engagement.

H₁: There is significant correlation between Self-Esteem with Employee Motivation and Employee Engagement.

Table No:-3 Correlation between Self-esteem with Employee Motivation and Employee Engagement.

Self-Esteem		
Employee Motivation	Pearson Correlation	.401**
	Sig. (2-tailed)	.000
	N	300
Employee Engagement	Pearson Correlation	.842**
	Sig. (2-tailed)	.000
	N	300
** . Correlation is significant at the 0.01 level		

Source: Primary Data

Interpretation

Among the items measured, Employee Engagement showed very strong correlation ($r=.842$, Sig .000), while Employee Motivation showed strong correlation ($r=.401$, Sig .000) with Self-Efficacy. **It was brought to light from table no:-5.5.2 that Employee engagement had more substantial correlation with Self-Esteem.** This may be due the reason that Self-Esteem as a job resource help the employees to feel good about them and keeps them engaged.

As a consequence of the analysis, the null hypothesis is rejected. The correlation analysis proved that there is significant correlation between Self-Esteem with Employee Motivation and Employee Engagement

5.3 Correlation between Self-efficacy and Organizational Commitment.

H₀: There is no significant correlation between Self-efficacy and Organizational Commitment.

H₁: There is significant correlation between Self-efficacy and Organizational Commitment.

Table No: - 4 Correlation between Self-efficacy and Organizational Commitment.

Self-Efficacy		
Affective Commitment	Pearson Correlation	.170**
	Sig. (2-tailed)	.003
	N	300
Continuance	Pearson Correlation	.583**

Commitment	Sig. (2-tailed)	.000
	N	300
Normative Commitment	Pearson Correlation	.762**
	Sig. (2-tailed)	.000
	N	300
**. Correlation is significant at the 0.01 level		

Source: Primary Data

Interpretation

Among the items measured, Normative Commitment showed very strong correlation ($r=.762$, Sig .000), while Continuance Commitment showed strong correlation ($r=.583$, Sig .000) and Affective Commitment showed mediocre correlation ($r=.170$, Sig .003) with Self-Efficacy. **It was brought to light from table no:-5.5.3 that Normative Correlation had more substantial correlation with Self-Efficacy.** This may be due the reason that Employees with high degrees of Normative Commitment continue to work productively as a result of organizational and cultural ethics that guide their Efficacy-related conduct.

As a consequence of the analysis null hypothesis was rejected. The analysis also proved that Self-Efficacy exhibited perfect correlation with the factors of Organizational Commitment.

5.4 Correlation between Self-Esteem and Organizational Commitment

H₀: There is no significant correlation between Self-Esteem and Organizational Commitment.

H₁: There is significant correlation between Self-Esteem and Organizational Commitment.

Table No:-5 Correlation between Self-esteem and Organizational Commitment.

Self-Esteem		
Affective Commitment	Pearson Correlation	.355**
	Sig. (2-tailed)	.000
	N	300
Continuance Commitment	Pearson Correlation	.377**
	Sig. (2-tailed)	.000
	N	300
Normative	Pearson Correlation	.204**

Commitment	Sig. (2-tailed)	.000
	N	300
**. Correlation is significant at the 0.01 level		

Source: Primary Data

Interpretation

Among the items measured, Continuance Commitment showed very strong correlation ($r=.377$, Sig .000), while Affective Commitment showed strong correlation ($r=.355$, Sig .000) and Normative Commitment showed mediocre correlation ($r=.204$, Sig .000) with Self-Efficacy. **It was brought to light from table no:-5.5.4 that Continuance Correlation had more substantial correlation with Self-Efficacy.** This may be due the reason that Employees with high degrees of Normative Commitment continue to work productively as a result of organizational and cultural ethics that guide their Efficacy-related conduct.

As a consequence of the analysis null hypothesis was rejected. The analysis also proved that Self-Efficacy exhibited perfect correlation with the factors of Organizational Commitment.

5.5 Correlation between Employee Motivation and Organizational Commitment

H₀: There is no significant correlation between Employee Motivation and Organizational Commitment.

H₁: There is significant correlation between Employee Motivation and Organizational Commitment.

Table No:-6 Correlation between Employee Motivation and Organizational Commitment

Employee Motivation		
Affective Commitment	Pearson Correlation	.709**
	Sig. (2-tailed)	.000
	N	300
Continuance Commitment	Pearson Correlation	.937**
	Sig. (2-tailed)	.000
	N	300
Normative Commitment	Pearson Correlation	.327**
	Sig. (2-tailed)	.000
	N	300
**. Correlation is significant at the 0.01 level.		

Source: Primary Data

Interpretation

Among the items measured, Continuance Commitment showed very strong correlation ($r=.937$, Sig .000) with Employee Motivation, while Affective Commitment showed strong correlation ($r=.706$, Sig .000). Normative Commitment showed mediocre correlation ($r=.327$, Sig .000) with Employee Motivation. This may be due the reason that the employees weigh motivation as more important factor to continue in the organization.

It was brought to light from table no:-5.5.5 that Employee Motivation had more substantial correlation with Continuance Commitment. Hence null hypothesis is rejected. Consequently, the analysis entails that Continuance Commitment is sturdily prejudiced by Employee Motivation.

5.7 Correlation between Employee Engagement and Organizational Commitment

H₀: There is no significant correlation between Employee Engagement and Organizational Commitment.

H₁: There is significant correlation between Employee Engagement and Organizational Commitment.

Table No:-8 Correlation between Employee Engagement and Organizational Commitment

Employee Engagement		
Affective Commitment	Pearson Correlation	.613**
	Sig. (2-tailed)	.000
	N	300
Continuance Commitment	Pearson Correlation	.391**
	Sig. (2-tailed)	.000
	N	300
Normative Commitment	Pearson Correlation	.157**
	Sig. (2-tailed)	.000
	N	300
**. Correlation is significant at the 0.01 level.		

Source: Primary Data

Interpretation

Among the items measured, Affective Commitment showed very strong correlation ($r=.613$, Sig .000) with Employee Motivation, while Continuance Commitment showed strong correlation ($r=.391$, Sig .000). Normative Commitment showed mediocre correlation ($r=.157$, Sig .000) with Employee Motivation. This may be due the reason that the engaged employees have greater attachment and emotional bonding with the organization.

It was brought to light from table no:-5.5.6 that Employee Motivation had more substantial correlation with Continuance Commitment. Hence null hypothesis is rejected. Consequently, the analysis entails that Affective Commitment is sturdily prejudiced by Employee Engagement.

6.Findings of the study

6.1 Findings on Correlation Analysis

Table No: 6.4 Findings of Correlation between Self-Efficacy, Self-Esteem with that of Employee Motivation, Employee Engagement and Organizational Commitment.

Independent Variable	Mediating Variable		Dependent Variable (Organizational Commitment)		
	Employee Motivation	Employee Engagement	Affective Commitment	Continuance Commitment	Normative Commitment
Self-Efficacy	r=.536 sig 0.00	r=.712 sig 0.00	r=.170 sig 0.00	r=.583 sig 0.00	r=.762 sig 0.00
Self-Esteem	r=.401 sig 0.00	r=.842 sig 0.00	r=.355 sig 0.00	r=.377 sig 0.00	r= .204 sig 0.00

- The results evinced **perfect correlation between Self-Efficacy and Employee Motivation.**
- The results evinced **perfect correlation between Self-Efficacy and Employee Engagement.**
- The results evinced **perfect correlation between Self-Esteem and Employee Motivation.**
- The results evinced **perfect correlation between Self-Esteem and Employee Engagement.**
- The results evinced **perfect correlation between Self-Efficacy and the factors of Organizational Commitment** like Affective, Normative and Continuance Commitment.
- The results evinced **perfect correlation between Self-Esteem and the factors of Organizational Commitment** like Affective, Normative and Continuance Commitment.

6.3 Managerial Implications

- **When the employees are motivated and are given a good working environment and climate, the employees tend to perform better in the organization. Hence the organisations must concentrate on improving the Self-Efficacy of employees and motivate the employees to connect strongly with the organization.**
- **It becomes clear that the engaged employees tend to exhibit an emotional and affectionate bonding with the organisation, who work happily involving themselves in the discussions and offer valuable inputs for the success of the Organization. So the auto component manufacturing industries should engage employees in a productive way, and hence as a consequence, the employees develop a sense of belongingness with the organization.**
- **To enhance the Self-Esteem of employees, the organisations can arrange seminars and related activities moderated by team-building coaches, as the professional trainers can tap the interest of employees.**

- **The auto component industries must recruit candidates based on the interview questions that test their Self-Efficacy. It is quintessential in building group of individuals with virtuous Self-Efficacy to magnify the probability of being engaged to perform better and deliver.**
- **The employees when recognized, rewarded and celebrated for their contributions and the success, irrespective of the same being small or big will enhance the Self-Efficacy and will motivate them to accomplish noteworthy standards.**

7. CONCLUSION

Manufacturing Industries face intense competition and manpower is considered to be the most important factor and differentiator between Organizations. Employees with high Self-Efficacy are more likely to pursue roles that align to their values called self-concordance, and promote intrinsic motivation, which in turn leads to Employee Engagement. Employees with strong self-esteem will be able to foster better relationships with others, be polite, and make himself/ herself a successful person. A person who feels so valuable and meaningful tends to do his/ her best in every task and responsibility, both as a member of the organization and as an individual. Such efficacious employees with Self-Esteem are a true asset to the organization, who stay committed and loyal. Currently, industries place a strong emphasis on diverse HR practices that lead to Employee Motivation, which leads to Organizational Commitment and, as a result, Organizational growth.

Note : Data Availability Statement – N/A it can be made available on request