

ENHANCING WORK ENGAGEMENT THROUGH EMPLOYEE CREATIVITY IN AUTOMOBILE INDUSTRIES

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Abstract

Employee creativity has become main factor to enhance work engagement in the modern automobile industries. With the rapid development of technologies in automobile industries, have to adopt advanced technologies because they facing global competition. Organisation encourage employees to create new ideas and solve problems in the workplace effectively. Employee work engagement in industries is essential at same time employee motivation, commitment, productivity and organisational performance are important for high levels of work engagement in industries. The aim of the study is to examine the level of employee creativity in enhancing work engagement among employee's automobile industries. It indicates employee creative thinking, idea generation Problem-solving engagement in their work. The study also explores the factors that encourage creativity within the workplace, such as supportive leadership, organizational culture, training and development, and collaboration. A quantitative research approach is proposed using structured questionnaires administered to employees in automobile industries. The collected data is analysed using appropriate statistical techniques to determine the work engagement through employee creativity in industries. The findings are expected to demonstrate that Age and Employee engagement in automobile industries indicates that there is a significant association between age group and employee engagement. This study concludes that employee creativity is an important factor in enhancing work engagement in automobile industries. Organizations should encourage employee creative thinking, recognize innovative contributions and provide continuous learning and development opportunities are more likely to build an engaged, motivated, and productive workforce.

Key words: Employee creativity, automobile industries, work engagement workplace.

Introduction:

In automobile industries technological changes take place rapidly based on digital transformation, automation, have significantly reshaped the industries because of global competition increased in the organisations. In this article employee engagement has emerged with improving organisational performance, productivity. Engaged employees in their work are more committed and supervisor are motivated in organisation. Higher levels of motivation are actively contributed to organisational goals. In automobile industries employees are engaged through initiatives to enhance workforce effectiveness to retain skilled employees in organisation. There is a positive engagement on employee performance, commitment, job satisfaction, creativity and employee retention in organisation. Human Resource practice can provide training and development, performance appraisal systems. Career development opportunities theses will improve employee engagement in the industries. In addition, open communication, employee participation in decision making and safety measures are improving employee engagement. Positive organisational culture encourages employees to continuous learning and workforce capable of achieving higher levels of productivity and organisational success. (Sheng Huang et.al). Now a days in the industries they are focusing on employee creativity, creativity is the ability of individuals to generate valuable ideas that can contribute to solving problems, creating new opportunities within organisation can improve employee growth. In automobile industries creativity has becoming more because of technological advancements, digital transformation, automation. In all organisations they are expecting to think creatively to improve manufacturing process, enhance product quality, reduce production cost, develop innovative vehicle designs. Employee creativity contributes by identifying new methods of production suggesting process improvements and developing efficient work practices in organisation. Employee involvement continuous learning and positive work environment in organisation to respond proactively to changing customer expectations and evolving market conditions. Creativity and innovation both are closely related to each other creativity refers to generation of new ideas in work place and innovation involves implementing those ideas to develop new technologies that create value for the organisation. In automobile industries creative thinking is foundation for innovation. The successful transformation of creative ideas into innovative outcomes depends on many organisational factors, it includes employee motivation, knowledge sharing among employees, collaboration

and maintaining a sustainable competitive advantage in the automobile industries. (Rodrigo de Barros et.al 2025)

REVIEW OF LITERATURE:

Sheng Huang et.al (2025) stated that organizations need to make major changes due to technological advancements. organizations and employees must continuously adapt to changing conditions to remain competitive. Many studies have highlighted that the importance of employee creativity in workplace and achieving organisational success. Employees generate new ideas and implement can contribute to better organisational performance and completeness. The finding of the study shows that supportive leadership a positive work environment, continuous learning and encourage creative ideas among employees to improve performance and achieve long term success.

Rodrigo de Barros et.al, (2025) examined creativity can be developed to improve innovation in organizations. This article used a systematic review and bibliometric analysis is based on 25 key research articles. The findings of the study emphasized the importance of microprocesses such as collaboration, information sharing, and problem-solving among employees, in developing creativity and innovation. It concluded that organizations should focus on strengthening these workplace practices to encourage creativity and recommended that future research can examine the effective ways to apply innovation and creativity models in organizational settings.

Maryadi et.al, (2024) Analysed the relationship between employee motivation, creativity, and performance. It found that It found that intrinsic motivation plays a major role in improving employees' creativity and overall performance, while extrinsic rewards are effective when they match employees' values and expectations. These study highlights that transformational leadership a supportive organizational culture, adequate resources, and collaborative workspaces encourage creativity and innovation in workplace. Employee training programs can develop creative ideas, problem-solving skills and a growth these can help improve employee performance in organisations. The findings suggest that organizations should create a positive work environment and to enhance employee creativity, engagement, and organizational performance.

Tomislav Hernaus et.al,(2024) Analysed the influence of job design on employees innovative work behaviour (IWB). The supervisor can support the most important factor in encouraging

employees to engage in innovative work behaviour in organisations. The study also revealed that work autonomy plays a important role in promoting innovation ideas over time, while job complexity alone does not necessarily lead to innovative behaviour. The findings suggest that organizations should provide supportive leadership and greater autonomy to employees to improve creativity and innovation in the workplace.

Aneeq Inam et.al,(2021) Stated that relationship between perceived organisational support and employee creativity through work environment and the effect of challenge and hindrance stressors. The data collected from 324 marketing personnel of the beverage and telecom sector in Pakistan. Structural equation modelling and AMOS is used for Analyses. The finding of the study directly relationship between perceived organisational support with employee work engagement. This study contributes by enhancing the employees creativity by reducing stressful working environments in many ways.

Wenjing Cai et.al,(2020) Explained that the factors that influence employee creativity in the digital work environment. The Ability–Motivation–Opportunity (AMO) framework is used to explain employee creativity is influenced by both individual and organizational factors. The findings showed that employees are more creative when they possess the required abilities, are motivated, and are provided with opportunities to express their ideas in organisations. This study also emphasized that organizational support and individual employee characteristics is work together to enhance employee creativity. It can be conclude that organizations should strengthen employees knowledge, motivation, and work opportunities to encourage creativity and recommended further research on employee innovation in the digital era.

Aim of the research:

- To examine the level of employee creativity among employees in automobile industries.
- To analyse the impact of employee creativity on work engagement in automobile industries.

Measures

The study used a structured questionnaire to measure Work Engagement through Employee Creativity in Automobile industry. Convenience sampling is used to select 136 employees for the study. Primary data were collected through a structured questionnaire and

while secondary data were used from journals, and relevant online sources. The collected data were analysed using percentage analysis and Chi-Square tests.

Reliability Statistics:

The reliability analysis is conducted using Cronbach's Alpha in SPSS to assess the internal consistency of the questionnaire. The obtained Cronbach's Alpha value is 0.936 for 20 items, indicating excellent reliability.

Table 1 Reliability Statistics

Cronbach's Alpha	No.of Items
0.936	20

Data Analysis and Interpretation

Table 2 : Demographic Distribution of Respondents

Variable	Category	Frequency	Percentage (%)
Age (in Years)	20-30 years	26	22
	30-40 year	46	38
	40-50 years	36	28
	Above 50 years	28	12
Gender	Male	98	69
	Female	38	43
Education	Diploma	32	18
	Degree	66	43
	Post graduate	38	39
Position	Operator	33	19
	Technician	54	31
	Supervisor	24	26
	Other Staff	25	25
Income	20000-25000	38	23
	25000-30000	47	39
	30000-35000	33	28
	Above 35000	18	10
Experience	Less than one year	28	20
	1-2 Years	33	30
	2-5 Years	42	43
	More than 10 Years	33	7

The table shows that the majority of the respondents 38% belong to the 30–40 years age group followed by 28% in the 40–50 years age group 22% in the 20–30 years age group

and 12% above 50 years. The table indicates that 69% of the respondents are male, while 31% are female, showing that the majority of respondents are male. The table reveals that 43% of the respondents are degree holders, followed by 39% who are postgraduates and 18% who hold a diploma. The table shows that 31% of the respondents are technicians followed by 26% as supervisors 25% as other staff and 19% as operators. The table indicates that 39% of the respondents earn a monthly income of ₹25,000–₹30,000, followed by 28% earning ₹30,000–₹35,000, 23% earning ₹20,000–₹25,000, and 10% earning above ₹35,000. The table reveals that 43% of the respondents have 2–5 years of work experience, followed by 30% with 1–2 years 20% with less than one year and 7% with more than 10 years of work experience.

Table-3 Employee work engagement in automobile industries.

Employee work engagement	No.of Respondents	Percentage
Strongly Agree	118	87.32
Agree	16	9.07
Neutral	2	3.28
Disagree	0	0
Strongly disagree	0	0

The table shows that most employees have a high level of work engagement in organisation. Among the respondents 118 (87.32%) strongly agreed and 16 (9.07%) agreed that they are engaged in their work. Only 2 (3.28%) respondents gave a neutral opinion and no respondents disagreed or strongly disagreed. This indicates that employees are interested in their work and actively involved in their job and committed to achieving organizational goals. Overall, the results show that work engagement among employees in the automobile industry is very high.

Table-3 Employee creativity in automobile industries.

Employee creativity	No.of Respondents	Percentage
Strongly Agree	109	83.87
Agree	14	9.06
Neutral	13	7.08
Disagree	0	0
Strongly disagree	0	0

The table shows that most employees have a high level of creativity in the organisations. Among the respondents 109 (83.87%) strongly agreed and 14 (9.06%) agreed that they are creative in their work. Only 13 (7.08%) respondents gave a neutral opinion and no respondents disagreed or strongly disagreed. This indicates that employees are capable of generating new ideas, solving problems creatively and contributing innovative suggestions in the workplace. Overall, the results show that employee creativity is very high in the automobile industry.

Chi-Square Analysis.

Table 4: Income with employee creativity in automobile industries.

H₀: (Null Hypothesis): There is no significant relationship between income and employee creativity.

H₁ (Alternative Hypothesis): There is a significant relationship between income and employee creativity.

Monthly Income	Employee creativity. (Yes)	employee creativity. (No)	Total
20000-25000	20 (64.5%)	11 (35.5%)	31 (100%)
25000-30000	34 (75.6%)	11 (24.4%)	45 (100%)
30000-35000	27 (75.0%)	9 (25.0%)	36 (100%)
Above 35000	14 (58.3%)	10 (41.7%)	24 (100%)
Total	95 (69.9%)	41 (30.1%)	136 (100%)

Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.064	3	0.070
Likelihood Ratio	7.281	3	0.064
Linear-by-Linear Association	2.431	1	0.119
N of Valid Cases	136		

The Chi-square analyses result shows that the p-value is 0.070 which is greater than 0.05. It indicates that there is no significant difference between income and employee creativity. Hence the null hypothesis is accepted indicating that monthly income does not significantly influence employee creativity among the respondents.

Table 5: Age and Employee engagement in automobile industries.

H₀: (Null Hypothesis) There is no significant relationship between age and employee engagement.

H₁: (Alternative Hypothesis) There is a significant relationship between age and employee engagement.

Age Group	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total
20–30 years	24 (63.2%)	12 (31.6%)	2 (5.3%)	0 (0.0%)	0 (0.0%)	38 (100%)
30–40 years	11 (19.6%)	33 (58.9%)	12 (21.4%)	0 (0.0%)	0 (0.0%)	56 (100%)
40–50 years	0 (0.0%)	7 (21.2%)	24 (72.7%)	2 (6.1%)	0 (0.0%)	33 (100%)
Above 50 years	0 (0.0%)	0 (0.0%)	2 (22.2%)	6 (66.7%)	1 (11.1%)	9 (100%)
Total	35 (25.7%)	52 (38.2%)	40 (29.4%)	8 (5.9%)	1 (0.7%)	136 (100%)

Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	62.18	12	0.000
Likelihood Ratio	59.41	12	0.000
Linear-by-Linear Association	28.36	1	0.000
N of Valid Cases	130		

The Chi-square test results a Pearson Chi-Square value of 62.18 (df = 12) and p-value of 0.000 which is less than the 0.05 level of significance. Therefore, there is a significant association between age group and employee engagement. Hence the null hypothesis is rejected indicating that employee engagement differs significantly across different age groups in organisations.

FINDINGS:

The obtained Cronbach's Alpha value is 0.936 for 20 items, indicating excellent reliability.

In automobile industries the majority of the respondents 38% belong to the 30–40 years, and the majority of respondents are male and 43% of the respondents are degree holders, 39% of the respondents earn a monthly income of ₹25,000–₹30,000, 43% of the respondents have 2–5 years of work experience in automobile industries.

Employee work engagement in automobile industries indicates that work engagement among employees in the industry is very high it shows 118 (87.32%) respondents are strongly agreed with work engagement.

Employee creativity in automobile industries shows the result that employee creativity is very high in industry the respondents 109 (83.87%) are strongly agreed with Employee creativity.

The Chi-square analyses results with Monthly income and employee creativity in automobile industries, shows that there is no significant difference between monthly income and employee creativity

Age and Employee engagement in industries indicates that there is a significant association between age group and employee engagement.

SUGGESTION

Organisations should encourage employees and motivate them to complete the work with in time. HR practices should focus on employees such as recognition programs, career development opportunities, and employee's welfare these activities can encourage employees to sustain in their jobs for long time.

High level of employee creativity indicates positive work environment in organisations. Management should focus on creating a supportive organizational culture, encouraging autonomy, providing adequate resources, and recognizing innovative ideas.

Automobile industries should regularly assess employee engagement and creativity through survey and feedback mechanism to identify improvement areas and maintain a motivated workforce with in employees.

CONCLUSION

This study concludes that employee creativity is an important factor in enhancing work engagement in industries. Organizations should encourage employee creative thinking, recognize innovative contributions and provide continuous learning and development opportunities are more likely to build an engaged, motivated, and productive workforce. Therefore, automobile industries should strengthen employee creativity based on HR practices and employee engagement through initiatives to improve organizational performance and employee satisfaction.

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