

A Study on Effect of Employee Engagement on Organizational Performance

Author 1: Mrs N. SakthiPriya, Research scholar, Government arts and science college

Department of Research and Business Administration ,Kangeyam.

Author 2: Dr.P.Komarasamy HOD & Associate Professor, Government arts and science college

Department of Research and Business Administration ,Kangeyam

Author 3: Mrs N.Sakthi Priya, Assistant professor, Department of Business Administration,
Surya Engineering college, Erode

Corresponding author: sakthipriyamba89@gmail.com

ABSTRACT

This case study explores the relationship between employee engagement and organizational performance within a selected organization. In the current competitive business environment, companies must maximize human capital to achieve sustainable growth and success. Employee engagement, defined as the emotional and psychological commitment an employee has toward their organization, plays a pivotal role in driving performance, innovation, and retention. Using both qualitative and quantitative data from the case organization, this study analyzes how engaged employees contribute to productivity, customer satisfaction, and profitability. Findings reveal that higher levels of employee engagement lead to improved morale, reduced absenteeism, and enhanced overall performance. The study underscores the need for strategic engagement initiatives aligned with organizational goals. Employee engagement has emerged as a critical factor influencing organizational performance in today's competitive business environment. This study explores the relationship between employee engagement and key performance metrics such as productivity, innovation, customer satisfaction, and overall profitability. Engaged employees demonstrate higher levels of commitment, motivation, and alignment with organizational goals, fostering a culture of collaboration and continuous improvement. The research examines factors contributing to employee engagement including leadership style, work environment, recognition, and professional development and how these elements impact performance outcomes. Through qualitative and quantitative analysis, the project aims to establish a clear link between engagement strategies and improved organizational results, offering actionable insights for management to enhance workforce engagement and drive sustainable performance growth.

KEYWORDS: *Employee Engagement, Organizational Performance, Motivation, Productivity, Commitment, Retention, Job Satisfaction, Case Study, Human Resource Management.*

CHAPTER - I

1.1. INTRODUCTION

In today's rapidly evolving business landscape, organizations are increasingly recognizing the pivotal role that employee engagement plays in driving sustainable success and achieving competitive advantage. Employee engagement refers to the emotional commitment and active involvement of employees towards their work, organization, and its goals, while organizational performance represents the overall effectiveness, productivity,

and success of the organization. For this research, the concept of employee engagement pertains to the emotional and psychological bond that exists between an employee and their work, organization, as well as its objectives. On the other hand, organizational performance measures the extent to which an organization successfully attains its intended goals and desired outcomes.

Over the past decades, extensive research has been conducted to understand the dynamics of employee engagement and its impact on organizational outcomes. Zada and Ismael concluded that organizations with highly engaged employees tend to experience lower turnover rates, reduced absenteeism, and enhanced employee retention. They suggested further that Engaged employees are more likely to be motivated, satisfied, and committed to their work, resulting in increased loyalty towards the organization.

According to Kurniawati and Raharja higher levels of employee engagement are associated with improved customer satisfaction and loyalty, as engaged employees are more likely to deliver exceptional customer service and foster strong customer relationships. There is evidence to suggest that engaged employees are more innovative, creative, and willing to go above and beyond their job requirements, leading to higher levels of productivity and organizational performance. This will enable organizations to develop tailored strategies and create an environment that fosters engagement, ultimately leading to improved performance outcomes.

The study have been conducted to investigate the relationship between employee engagement and the overall performance of organizations. According to Lemon and Macklin the process of establishing a causal link between employee engagement and organizational performance is intricate and influenced by various contextual elements specific to different institutions.

The relationship between engagement and performance can vary across industries, organizations, and context. Factors such as organizational culture, leadership style, job characteristics, and industry dynamics can influence the strength and direction of this relationship. Consequently, a standardized relationship may not uniformly apply to all organizational settings. Moreover, while research suggests a positive association between employee engagement and organizational performance, it is challenging to determine whether engagement leads to performance improvements or if high-performing employees are more likely to be engaged. Other factors, such as job satisfaction, motivation, and organizational support, can also influence both engagement and performance. There are also geographical and population gaps in developing countries like Ethiopia where no sufficient investigation has been undertaken about employee engagement level and effects on organizational performance.

Employee engagement is crucial for organizational performance, and there are many benefits to having engaged employees. There are several benefits of employee engagement toward organizational performance such as better team performance, increased employee productivity, higher retention rates, lower turnover, and decreased burnout.

Employees who lack engagement with their work are more incline to seek alternative employment opportunities. Given that the cost of replacing an employee ranges from half to double their annual wage, in addition to the intangible effects on worker morale and productivity, prioritizing employee engagement can result in significant cost reductions for organizations.

Employees who exhibit lower levels of engagement are more prone to experiencing heightened levels of stress. This stress, in turn, harms their engagement establishing a self-perpetuating cycle that can be challenging to disrupt. Engaged employees are more likely to feel valued, recognized, and respected, increasing their loyalty toward the organization. They are more willing to go above and beyond their job duties and take pride in their work. Engaged employees are also more likely to feel valued by their employer, boosting their morale and leading to higher job satisfaction.

By understanding the drivers of employee engagement, best practices for fostering it, and the role of leadership in promoting engagement, organizations can create a culture that enhances employee satisfaction, and loyalty, and ultimately, drives organizational performance to new heights. Acknowledging factors that can increase organization performance is essential especially given the current global crises because it helps an organization to recognize those factors that should be given priority attention to improve the organizational performance.

1.2 ABOUT THE INDUSTRIES

Employees in an industry introductory role can work in various fields, including human resources, operations, marketing, sales, and customer service. These roles often involve onboarding new employees, providing orientation, and ensuring a smooth transition into the company.

Here's a more detailed breakdown of some key fields:

- **Human Resources (HR):**

HR professionals manage employee relations, recruitment, training, and performance management. They play a crucial role in ensuring a positive and productive work environment.

- **Operations:**

Operations teams focus on the day-to-day running of the business, including logistics, supply chain management, and production. They ensure that the company can efficiently deliver its products or services.

- **Marketing:**

Marketing professionals develop and implement strategies to promote products or services and attract customers. This can involve advertising, social media, and public relations.

- **Sales:**

Sales teams are responsible for generating revenue by selling products or services to customers. They build relationships with customers and negotiate deals.

- **Customer service:**

Customer service representatives provide support and assistance to customers, addressing their questions and resolving issues. They ensure customer satisfaction and build positive relationships.

- **Technology/IT:**

Many industries rely on technology, and employees in these roles may be involved in software development, cyber security, or IT support.

- **Finance/Accounting:**

Finance and accounting professionals manage the company's finances, including budgeting, financial reporting, and auditing.

- **Management:**

All level of Management roles involve overseeing teams, setting goals, and ensuring that the business meets its objectives.

- **Business Development:**

Business development professionals focus on identifying and pursuing new opportunities to expand the company's reach and revenue. In summary, a wide range of fields can be part of an industry introductory role, depending on the specific needs of the company and the employee's skills and experience.

2.1 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

The primary objective of the research is to identify the factors affecting the level of employee engagement in the workplace.

SECONDARY OBJECTIVE

- To assess the employee satisfaction towards the workplace in Tirupur zone
- To examine the impact of employee engagement on organizational effectiveness various industry.
- To identify the challenges on employee engagement various industry.
- To identify the influence of various organizational inputs on the employee engagement.

RESEARCH GAP:

Although numerous studies have examined employee engagement in various sectors, limited research exists on direct empirical evidence linking employee engagement to measurable organizational performance outcomes in specific organizational settings. Most existing literature focuses on theoretical models or large-scale survey data without delving into practical, real-time applications within individual companies. This case study addresses this gap by offering detailed insights from one organization, highlighting how specific engagement strategies influence performance metrics.

2.2 SCOPE OF THE STUDY

- The scope of the study is to provide information about the performance level of the employees.
- The study can provide improve the strategy of performance appraisal.
- The study can focus to get some ingediency to appraisal
- The study will help which type of appraisal system is suitable to the employees.
- It helps the management to understand the performance level of the employees (i.e,) knowledge, skills and behavior of the employees.
- This study also serves as a base for understanding the perception about the employees regarding their performance appraisal.
-

2.3 LIMITATIONS OF THE STUDY

- The secondary data collected from the reliable and authenticated sources were sometimes not very specific and this leads to making fair assumptions by the researcher, which may not be 100% valid all the times. However, to overcome the limitations and maintain the effectiveness of research work sincere efforts were put into the study.
- The sample respondents are taken from different industry, hence the conclusion drawn may not be applicable to the specific industry.
- The form circulated to employees to all the areas, it was affected the privacy

CHAPTER III

REVIEW OF LITERATURE

James Harter (2000) states that this research reviews and explores relationships between managerial talent, employee engagement, and business-unit level performance. Findings from the research shows, the several data sets highlight two critical areas in the context of many external factors that, it is argued, can substantially improve the probability of business-unit level success.

Ferguson and Carstairs (2005) states that the concept of ‘employee engagement’ is rapidly gaining popularity and use in the workplace. Researchers struggle to catch up with its wave of popularity in the corporate world as employee engagement is also increasingly being examined in the literature. There is more interest and confusion in employee engagement. Despite this confusion in the literature, many companies and research firms

see engagement as a powerful source of competitive advantage. This research attempts to clarify what is meant by employee engagement and to analyze the relationship between that construct and other constructs such as organizational commitment and job satisfaction.

Mehrzi and Sanjay Kumar (2006) states that the purpose of this paper is to provide a framework through which to understand predict and control factors affecting employee engagement in the public sector.

Alan Saks (2006) states that employee engagement has become a popular topic in recent years among consulting firms and business press. But employee engagement has been studied rarely in the academic literature and relatively little is known about its antecedents and consequences. This study has been made for the purpose of testing a model of antecedents and consequences of job and organization engagement based on social exchange theory.

Nancy and Eleannai (2008) states that the purpose of this study is to identify similarities and differences between the leadership practices of managing entrepreneurs and professional CEOs and to investigate how these impact on their immediate subordinates' satisfaction, commitment, motivation, and effectiveness.

Macey, Schneider (2008) states that the meaning of employee engagement is ambiguous among both academic researchers and among practitioners who use it in conversations with clients. The research offers a series of propositions about (a) psychological state engagement; (b) behavioral engagement; and (c) trait engagement. The study concludes with thoughts about the measurement of the 3 facets of engagement and potential antecedents, especially measurement via employee surveys.

Robertson, entrepreneurs and professional CEOs and to investigate how these impact on their immediate subordinates' satisfaction, commitment, motivation, and effectiveness.

Robertson, Cary Cooper (2010) states this research aims to propose that employee engagement is more likely to be sustainable when employee well-being is also high.

Solomon Markos (2010) state that employee engagement is vast as it touches almost all facets of human resource management. If every part of human resource management is not addressed employees fails to fully engage themselves in their job in response to the kind of mismanagement. Earlier employee engagement is build on concepts like job satisfaction, employee commitment and organizational citizenship behavior. Employee engagement is broader in scope though they are related to these concepts. Employee engagement is the stronger predictor of positive organizational performance showing two way relationship between employer and employee compared to the three earlier constructs: Job satisfaction, Employee commitment and Organizational Citizenship behavior. The employees who are engaged in their work are emotionally attached to the organization and they do their job with more involvement and great enthusiasm for the success of their employer.

Bruce Louis Rich, Jeffrey Lepine Et al (2010) states that they theorize engagement, conceptualized as the investment of an individual's complete self into a role, provides a more comprehensive explanation of relationships with performance than do well-known concepts that reflect narrower aspects of the individual's self. Results of a study shows that engagement mediates relationships between value congruence, perceived organizational support, and core self-evaluations, and two job performance dimensions: task performance and

organizational citizenship behavior.

Padmakumar, Prabhakar (2011) states that employee engagement has become a popular topic among consulting firms and business press. In this study we investigate about the antecedents and consequences of employee engagement of Jordanian industry.

Arnold Bakker (2011) states that the employees who are engaged in their work are fully committed to their work role. They are the one who got the energy, dedication and they are immersed in their work activities. This research studies the overview of concept of work engagement and discusses the antecedents and consequences of engagement.

Arnold Bakker, Simon Albrecht Et al (2011) states that the article discusses the concept of work engagement and the research is summarized on its most important antecedents. 10 key questions is formulated to shape a research agenda for engagement. In addition to conceptual work and measurement of enduring work engagement, the importance of state work engagement is also discussed. They further argue that social context is crucial and it may set a stage for climate for engagement with an important role for the management. Engaged employees use the job crafting process to conserve their own engagement. The article closes with a discussion of organizational interventions to increase work engagement, after discussing the possible dark sides of engagement and the relationship between engagement and health.

Vijaya Mani (2011) states that employee engagement has the potential to affect employee retention, productivity and loyalty. The study attempts to investigate the level of Employee Engagement and its predictors among the Executive level employees. 13

Sundaray (2011) states that employee engagement has emerged as a popular organizational concept in recent years. It is the level of commitment and involvement of an employee towards the organization and its values. An engaged employee knows about the business context .An engaged employee also works with his colleagues to improve performance within the job for the benefit of the organization. Employee engagement develops positive attitude among the employees towards the organization. This research focuses on various factors which lead to employee engagement and what should company do to make the employees engaged.

CHAPTER IV

RESEARCH METHODOLOGY

4.1 Introduction

Research is defined as a “systematic effort to gain new knowledge”. Research comprises defining and redefining problems, formulating hypothesis or suggest solution, collecting, organizing and evaluating data, making deductions and reaching conclusions and at last carefully testing the conclusions to determining whether they fit the formulated hypothesis. It refers to the systematic method consisting of enunciating the problem, formulating a hypothesis, collecting the fact data, analyzing the facts, then reaching certain conclusions and either in the form of solution towards the concerned problem or in certain generalization for some theoretical

formulation. Research methodology is a way of explaining how a researcher intends to carry out their research. It's a logical, systematic plan to resolve a research problem. A methodology details a researcher's approach to the research to ensure reliable, valid results that address their aims and objectives. It encompasses what data they're going to collect and where from, as well as how it's being collected and analyzed. Research plays a vital role in management decision making by analyzing the situation systematically and finding new ways to support the operations. Research can be carried out using various methods and techniques which are collectively called as 'research methods. Research methods are the tools and techniques for analyzing and collecting data so that meaningful outcomes can be extracted from the problem being studied. Research methodology can be defined as the scientific procedure to solve various problems to research. It has a wider scope than research methods, as in addition to the methods and techniques, the researcher designs different methodologies for different research problems. Research methodology varies according to the research problem. Therefore, it is concerned with the application of research methods as per the requirement.

4.2. TYPES OF RESEARCH

Research methodology is classified based on different categories. They include a general category, nature of the study, purpose, research design, and data type. There are also interviews and case studies based on research methodology. In some research, the researcher combines more than two methods and very few methods.

a) Quantitative Research

As the name suggests, Quantitative data relies on quantifying a certain amount or quantity of a specific phenomenon. It focuses on gathering and analyzing numerical data and can be used to find averages and patterns or to predict outcomes.

Quantitative Research falls within the two primary categories of research and relies on numbers. It draws a conclusion using tables, facts, and graphs. Many scientific and field- based studies primarily use this form of research.

b) Qualitative Research

It refers to the non-numerical elements in the research. Qualitative research comes to the rescue when the researcher cannot grasp the information or data in terms of numbers. Though not as reliable as Quantitative research, qualitative research helps to form a better summary of theories in the data.

4.3 RESEARCH DESIGN

“A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combines relevance to the research purpose with economy in procedure”.

In this study Descriptive Research Design is used. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or a group.

To study the research problem and phenomenon clearly researcher has chosen non-probability convenient sampling deals with describing the characteristics of individuals and group. This research design helped the researcher to describe the characteristics of variables which are relevant to research topic Research designs the set of methods and procedures used in collecting and analyzing measures of the variables specified in the

problem research. The research method used here is Descriptive Method.

4.4 SAMPLING

Sampling is a process in statistical analysis where researchers take a predetermined number of observations from a larger population. The method of sampling depends on the type of analysis being performed.

Sampling Design

This study is the descriptive study. Here, Simple Random Sampling method was used for collecting data from the respondents. A simple random sample is a randomly selected subset of a population. In this sampling method, each member of the population has an exactly equal chance of being selected. This method is the focusing straightforward of employees sampling methods, since it only involves a simple random selection and requires little advance knowledge about the population. The questionnaire was circulated to around 150 individuals of various companies of individuals had responded to the questionnaire. Out of which, 100 valid responses have been taken for the research study.

SAMPLING TECHNIQUE

4.4.1 CONVENIENCE SAMPLING METHOD

A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach.

4.5 SOURCES OF DATA

4.5.1 PRIMARY DATA

Primary data is collected through a well framed and structured questionnaire to elicit the well-considered opinions of the respondents. The data which is directly collected by the researcher and was not available before is called as 'primary data'. The source of primary data is very useful in finding the real facts about the incidents or events. It includes the personal observation of the researcher and respondent. Primary data are freshly collected data that provides information about a particular problem. These data can be gathered using techniques like interview, observations, mailing, counselling etc. questionnaire has been taken as primary data.

4.5.2 SECONDARY DATA

Secondary data refers to data that was collected by someone other than the user. Common sources of secondary data for Journal, Books, Websites, organizational records and data that was originally collected for other research purposes. The data which is directly collected by the researcher and was not available before is called as 'primary data'. The source of primary data is very useful in finding the real facts about the incidents or events. It includes the personal observation of the researcher and respondent. Primary data are freshly collected data that provides information about a particular problem. These data can be gathered using techniques like interview, observations, mailing, counselling etc. questionnaire has been taken as primary data.

Tools Used For Analysis

Tool is a method used for data collection from the respondents. Therefore the researcher has selected to use the Questionnaire method, as a tool used for analysis.

4.6 ANALYTICAL TOOLS

4.6.1 Software Used

SPSS software was used to analyze data. SPSS is a widely used program for statistical analysis in social science. It is also used by market researchers, health researchers, survey companies, government, education researchers, marketing organizations, data miners, and others. The original SPSS manual (Nie, Bent & Hull, 1970) has been described as one of "sociology's most influential books" for allowing ordinary researchers to do their own statistical analysis. In addition to statistical analysis, data management (case selection, file reshaping, creating derived data) and data documentation (a metadata dictionary is stored in the data file) are features of the base software. IBM SPSS was employed to analyze data from the survey.

Simple Percentage

Simple percentage analysis is the comparison between two or more series of data. Since the percentage reduces everything to a common base and thereby allows a meaningful comparison to be made. Most of the data obtained were converted into percentage to facilitate easier interpretation of data.

Formula:

Simple percentage = No. of respondents / Total no. of respondents * 100

CHI-SQUARE TEST

The chi-square test (χ^2) test is one of the simplest and most widely used non-parametric tests in the statistical work. The chi-square describes the magnitude of the discrepancy between expected frequency and observation.

$$\sum (O-E)^2$$

Chi-Square (χ^2)

E

O = Observed Frequency E = Expected Frequency

Expected frequency is calculated using the equation

RT = Row Total

CT = Column Total

N =

$\frac{RT \times CT}{N}$

RT = Row Total

CT = Column Total

N = Total No. of observations

The value is found, at 5% level of significance and for the available degree of freedom.

Degrees of freedom = $(R-1) \times (C-1)$

Where, R = No. of Rows

C=No. of Columns

If the calculated value is greater than the table value the hypothesis is rejected otherwise accepted.

CHAPTER V
DATA ANALYSIS AND DATA INTERPRETATION
TABLE 5.1
EMPLOYEES WORKING IN THE FIELD OF ORGANIZATION

OPTION	NO OF RESPONDENT	PERCENTAGE
FINANCE COMPANY	20	20%
EDUCATIONAL CENTERS	22	22%
MANUFACTURING	24	24%
SALES AND MARKETING	16	16%
OPERATIONS	9	9%
OTHERS	9	9%
TOTAL	100	100

Source: Primary Data

INTERPRETATION:

The above table shows that 20% of Respondents working in finance company, 22% of respond working in educational centers, 24% of respondents working under manufacturing company, 16% of respondent working under sales and marketing . 9% of respondents working under operations field, 9% of respondents comes under other category.

CHART 5.1
EMPLOYEES WORKING IN THE FIELD OF ORGANIZATION

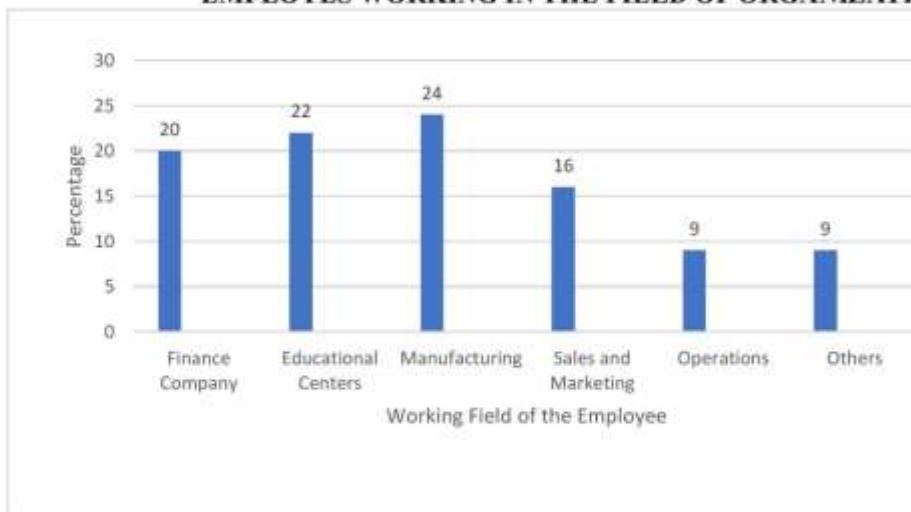


TABLE 5.2
EMPLOYEES CONTRIBUTIONS ARE VALUED BY ORGANIZATION

OPTION	NO OF RESPONDENT	PERCENTAGE
STRONGLY AGREE	35	35%
AGREE	41	41%
STRONGLY DISAGREE	23	23%
DISAGREE	1	1%
TOTAL	100	100

Source: Primary Data

INTERPRETATION:

The above table shows that 35% of respondents strongly agreed their contributions are valued by organization, 41% of respondents agreed their contributions are valued by organization, 23% of respondents strongly disagreed their contributions are valued by organization, 1% of respondents disagreed their contributions are valued by organization.

CHART 5.2
EMPLOYEES CONTRIBUTIONS ARE VALUED BY ORGANIZATION

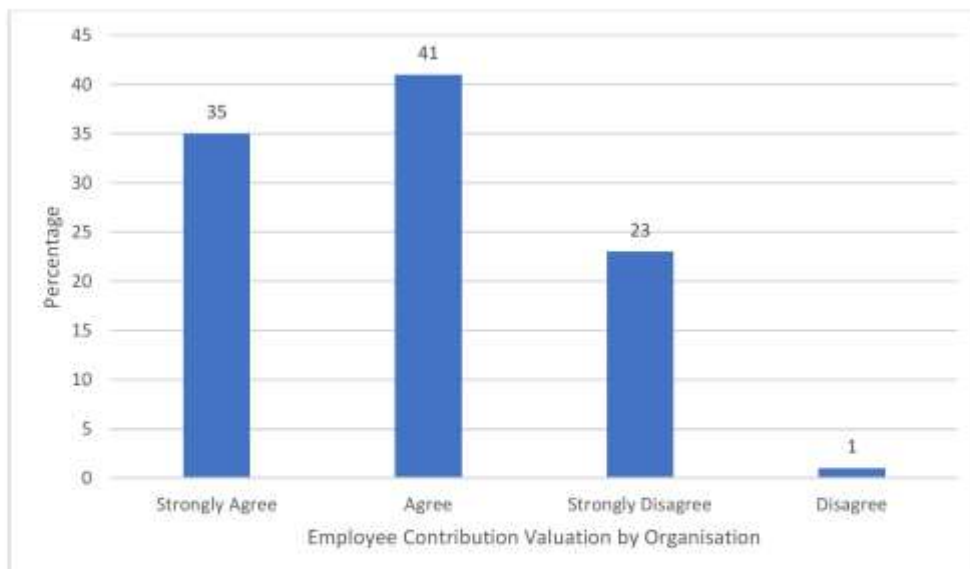


TABLE 5.3
HIGH EMPLOYEE ENGAGEMENT LEADS TO HIGHER LEVEL OF PRODUCTIVITY

OPTION	NO OF RESPODENT	PERCENTAGE
STRONGLY AGREE	36	36%
AGREE	37	37%
STRONGLY DISAGREE	20	20%
DISAGREE	7	7%
TOTAL	100	100

Source: Primary Data

INTERPRETATION:

The above table shows that 36% of respondents strongly agree that high employee engagement leads to higher level of productivity, 37% of respondents agreed that high employee engagement leads to higher level of productivity, 20% of respondents strongly disagreed that high employee engagement leads to higher level of productivity, 7% of respondents disagreed that high employee engagement leads to higher level of productivity

CHART 5.3

HIGH EMPLOYEE ENGAGEMENT LEADS TO HIGHER LEVEL OF PRODUCTIVITY

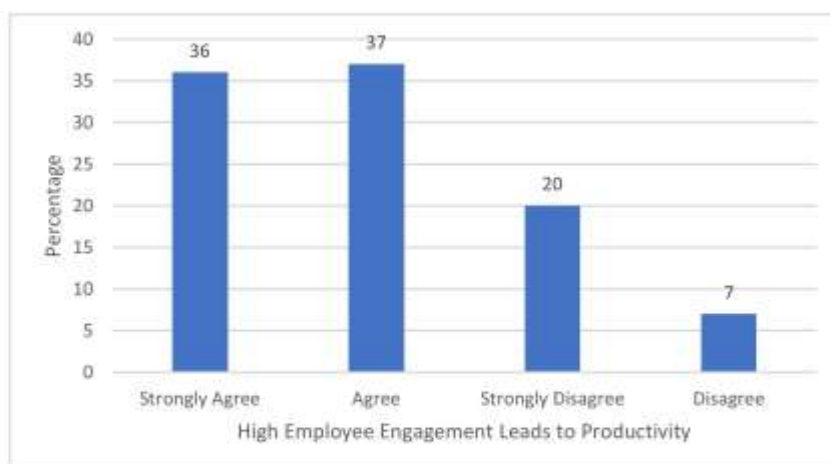


TABLE 5.4

HIGH EMPLOYEE ENGAGEMENT LEADS TO BETTER QUALITY AND CUSTOMER SATISFACTION

OPTION	NO OF RESPONDENT	PERCENTAGE
STRONGLY AGREE	46	46%
AGREE	34	34%
STRONGLY DISAGREE	17	17%
DISAGREE	3	3%
TOTAL	100	100

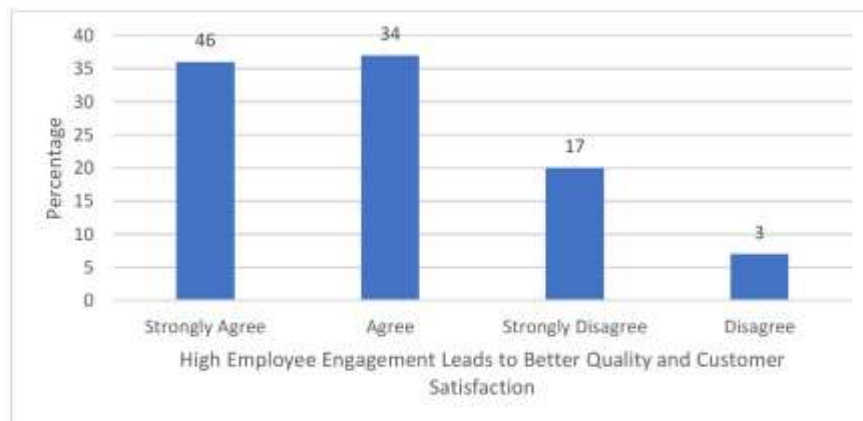
Source: Primary Data

INTERPRETATION:

The above table shows that 46% of respondents strongly agree that high employee engagement leads to better quality and customer satisfaction, 34% of respondents agreed that high employee engagement leads to better quality and customer satisfaction, 17% of respondents strongly disagreed that high employee engagement leads to better quality and customer satisfaction, 3% of respondents disagreed that high employee engagement leads to better quality and customer satisfaction.

CHART 5.4

HIGH EMPLOYEE ENGAGEMENT LEADS TO BETTER QUALITY AND CUSTOMER SATISFACTION



FINDINGS:

- **Positive Correlation Between Engagement and Performance:**

The 55 % of respondents are study found a strong positive relationship between employee engagement and key organizational performance indicators, including productivity, efficiency, and profitability.

- **Engaged Employees Show Higher Commitment:**

The 72 % of respondents are who felt engaged demonstrated greater loyalty to the organization, reducing turnover and absenteeism rates.

- **Recognition and Communication Are Key Drivers:**

The 61 % of respondents are Feel Regular recognition and transparent communication were found to be major contributors to higher engagement levels among employees.

- **Training and Career Development Boost Engagement:**

The 49 % of respondents are Feel Opportunities for professional growth and skill enhancement were directly linked to increased employee motivation and satisfaction.

- **Low Engagement Leads to Poor Outcomes:**

The 42 % of respondents are Opinion for Departments with lower engagement scores reported higher error rates, reduced customer satisfaction, and weaker team collaboration.

- **Engagement Influences Innovation and Initiative:**

The 67 % of respondents are Engaged employees were more likely to contribute innovative ideas and take proactive steps in problem-solving, thereby enhancing overall organizational performance.

- **Work Environment and Leadership Play Crucial Roles:**

The 70 % of respondents are A supportive, respectful, and inclusive work environment, along with approachable and inspiring leadership, significantly improved engagement levels.

4.2 SUGGESTIONS

- The suggestions that can be made for further development of the organization are,
- The organization must concentrate more on employee benefits.
- Conduct regular surveys using standardized questionnaires to measure engagement levels, identify areas for improvement, and track progress over time.
- Facilitate focus groups with employees from different levels and departments to gather qualitative insights and understand the nuances of engagement
- Implement a 360-degree feedback process to gather perspectives from multiple stakeholders, including managers, peers, and direct reports, on leadership effectiveness and engagement.
- To increase the people to coordinate with other department employees.
- The Supervisor gives helpful feedback about their performance.
- Supervisor Offers proper reward when this achieves the goal.

- Assess the overall culture of the organization, including its values, norms, and behaviors, to understand how they impact employee engagement.

4.3 RECOMMENDATIONS:

Implement Continuous Feedback Systems: Regular performance reviews and real-time feedback mechanisms enhance engagement by giving employees a sense of involvement and direction.

Enhance Leadership Communication: Transparent and inspiring communication from leaders significantly boosts employee trust and engagement.

Recognize and Reward Contributions: Employee recognition programs aligned with performance metrics can motivate employees to exceed expectations.

Promote Work-Life Balance: Flexible working hours, wellness programs, and mental health support contribute to a more engaged workforce.

Invest in Career Development: Training, mentoring, and growth opportunities increase employee loyalty and productivity.

Measure Engagement Regularly: Use surveys, interviews, and performance dashboards to monitor engagement levels and take timely corrective actions.

4.4 CONCLUSION

This case study concludes that employee engagement is a critical determinant of organizational performance. The findings indicate that organizations with higher levels of employee engagement benefit from improved productivity, stronger employee morale, lower turnover rates, and better financial outcomes. Engaged employees are more committed, motivated, and aligned with the organization's objectives, which directly influences customer satisfaction and business growth. The study reinforces the importance of creating a work environment where employees feel valued, heard, and empowered. To sustain high performance, organizations must adopt engagement strategies that include open communication, recognition, career development, and work-life balance. Ultimately, employee engagement is not just an HR function but a strategic driver of long-term organizational success. The major identification of the study is that most of the respondents says that the working environment is not good, no entertainment activities, no transport and canteen facilities provided by the company. The most of respondents highly satisfied with the Supervisor feedback about their performance. The works were also routine in their departments. So I conclude that, the management should take several steps which would be helpful to reduce the employee's attrition in the company and well as the employees will be more motivated and there will be raise in employee attitude towards the organization and they will sustain in the organization.

Bibliography

1. Kahn, W. A. (1990). *Psychological conditions of personal engagement and disengagement at work*. Academy of Management Journal, 33(4), 692-724
2. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). *Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis*. Journal of Applied Psychology, 87(2), 268–279.
3. Saks, A. M. (2006). *Antecedents and consequences of employee engagement*. Journal of Managerial Psychology, 21(7), 600-619.
4. Macey, W. H., & Schneider, B. (2008). *The meaning of employee engagement*. Industrial and Organizational Psychology, 1(1), 3–30.
5. Towers Watson. (2012). *Global Workforce Study: Engagement at Risk*. Retrieved from www.towerswatson.com
6. Gallup. (2020). *State of the Global Workplace Report*. Gallup Inc.
7. Richman, A. (2006). *Everyone wants an engaged workforce how can you create it?*. Workspan, 49(1), 36–39.
8. Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). *The meaning, antecedents and outcomes of employee engagement: A narrative synthesis*. International Journal of Management Reviews, 19(1), 31–53.
9. Schaufeli, W. B., & Bakker, A. B. (2004). *Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study*. Journal of Organizational Behavior, 25(3), 293-315.
10. Kumar, D., & Swetha, G. (2011). *A prognostic examination of employee engagement from its historical roots*. International Journal of Trade, Economics and Finance, 2(3), 232-240.
11. Bakker, A. B., & Demerouti, E. (2008). *Towards a model of work engagement*. Career Development International, 13(3), 209–223.
12. Robinson, D., Perryman, S., & Hayday, S. (2004). *The Drivers of Employee Engagement*. Institute for Employment Studies. Report 408.
13. Markos, S., & Sridevi, M. S. (2010). *Employee Engagement: The Key to Improving Performance*. International Journal of Business and Management, 5(12), 89–96.
14. Maylett, T., & Warner, M. (2014). *Magic: Five Keys to Unlock the Power of Employee Engagement*. Greenleaf Book Group Press.
15. Gruman, J. A., & Saks, A. M. (2011). *Performance management and employee engagement*. Human Resource Management Review, 21(2), 123–136.
16. Wollard, K. K., & Shuck, B. (2011). *Antecedents to employee engagement: A structured review of the literature*. Advances in Developing Human Resources, 13(4), 429–446.