

Employee Engagement Practices and their Impact on Employee Behaviour: A Study with Reference to Accel Limited, Chennai

AUTHOR-I

Ms. R. JAVI PRABHA

MBA, NET Asst. professor, School of Management, Dhanalakshmi Srinivasan University, Trichy.

AUTHOR-II

VISHWA KUMAR. P

II MBA, School of Management, Dhanalakshmi Srinivasan

University, Trichy.

ABSTRACT

Employee engagement has emerged as a critical driver of organizational performance, productivity, and sustained competitive advantage in the contemporary business landscape. This article examines the employee engagement practices implemented at ACCEL Limited, Chennai, and analyses their impact on employee behaviour and work performance. Adopting a descriptive research design, the study surveyed 60 employees using structured questionnaires and employed percentage analysis, chi-square tests, and Pearson correlation to interpret data. Findings reveal that the majority of employees positively perceive engagement activities including training and development programmes, team-building initiatives, transparent communication, empowerment, and wellness programmes. Statistical analyses demonstrate a significant relationship between work experience and organisational closeness, while a positive correlation exists between employee age and communication effectiveness. The study concludes that well-structured engagement practices substantially improve employee commitment, morale, and retention, offering actionable recommendations for strengthening ACCEL Limited's human resource strategies.

Keywords: *Employee Engagement, Organisational Behaviour, Work Performance, HRM Practices, Employee Satisfaction, ACCEL Limited*

1. INTRODUCTION

In the dynamic and hypercompetitive global business environment, organisations are increasingly recognising that human capital constitutes their most valuable asset. Employee engagement — the degree to which employees are emotionally invested in, committed to, and motivated by their work — has attracted significant scholarly and managerial attention as a determinant of organisational effectiveness. An engaged workforce not only demonstrates superior productivity but also acts as an ambassador for the organisation, fostering innovation, customer satisfaction, and long-term profitability.

According to Scarlett Surveys, employee engagement represents a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues, and organisation that profoundly influences their willingness to learn and perform. Unlike employee satisfaction or motivation, engagement encompasses both rational and emotional dimensions of the employee-organisation relationship.

Gallup's seminal research identifies three distinct categories of employees: Engaged employees, who work with passion and drive innovation; Not Engaged employees, who are present but psychologically absent; and Actively Disengaged employees, who consciously undermine organisational goals. These categories underscore why fostering engagement is not merely a human resource concern but a strategic business imperative.

The information technology (IT) and business process management (BPM) sector in India presents a compelling context for studying engagement, given its rapid growth, intense talent competition, and high attrition rates. With the Indian IT

industry projected to contribute 10% of the nation's GDP by FY26 and employing over 5.4 million professionals, engagement practices within IT firms directly influence national economic outcomes.

This study investigates employee engagement practices at ACCEL Limited, a leading IT services company headquartered in Chennai, and analyses their impact on employee behaviour. The research provides empirical evidence to guide practitioners and policymakers in designing effective engagement strategies.

2. REVIEW OF LITERATURE

Bailey, Madden, Alfes, and Fletcher (2020) conducted an integrative literature review revealing that employee engagement positively influences innovative work behaviour, productivity, and organisational performance. Their study emphasised that supportive work environments, leadership support, and adequate job resources are key antecedents of engagement.

Priyashantha, De Alwis, and Welmilla (2023) conducted a systematic review analysing engagement methods and outcomes, concluding that teamwork, leadership support, training, communication, and recognition positively influence employee productivity, retention, and organisational behaviour.

Ohri and Dutta (2025) explored values-driven engagement practices and found that recognition, managerial support, work-life balance, empathy, and meaningful work significantly influence employee engagement and behavioural outcomes, enhancing creativity and retention.

Tukiran and Desianti (2025) examined the role of training and development in enhancing employee engagement through systematic review, concluding that training programmes, self-development activities, and organisational learning positively affect engagement, motivation, and work behaviour.

Kaur (2017) reviewed the antecedents and consequences of employee engagement and found that employee involvement, motivation, communication, and recognition practices significantly improve satisfaction and organisational commitment. Engaged employees demonstrate positive behaviour, improved morale, and higher work performance.

The Corporate Leadership Council (CLC) Gallup Survey (2020) found across a study of over 50,000 employees globally that highly committed employees perform 20% better and are 87% less likely to leave their organisations, underscoring the direct link between engagement and business outcomes.

Gupta (2019) demonstrated that a 'satisfied' employee is not necessarily the 'best' employee in terms of loyalty and productivity. Only an 'engaged employee' who is intellectually and emotionally bound with the organisation and committed to its values drives superior performance. Trust, integrity, compensation, and co-worker relationships were identified as the most significant drivers of engagement.

3. INDUSTRY AND COMPANY PROFILE

3.1 The Indian IT & BPM Sector

The Information Technology and Business Process Management (IT & BPM) sector is one of India's most significant economic growth catalysts. The sector accounted for 7.5% of India's GDP in FY23 and is projected to reach 10% by FY26. India's IT export revenue is estimated at US\$ 194 billion in FY25, reflecting a 9% growth in constant currency terms.

India is home to one of the world's largest internet user bases, with over 760 million citizens connected. The Government's Digital India Programme has substantially expanded digital infrastructure, and India climbed six places in the Global Innovation Index 2024 to secure the 39th position. The India IT services market, valued at US\$ 42.74 billion in 2025, is projected to reach US\$ 78.14 billion by 2034 at a CAGR of 6.94%, driven by cloud computing adoption, AI integration, and digital transformation.

3.2 Company Profile: ACCEL Limited

ACCEL Limited was established in 1991 as a multi-vendor IT Services Company in Chennai. Over three decades, it has evolved into a diversified technology services organisation operating across Enterprise IT Infrastructure, Professional Services, Cyber Security, Managed Services, Warranty Management, and Managed Print Services.

The company's founding vision, championed by its Founder and CEO Mr. N.R. Panicker, is centred on delivering excellence in customer service through outstanding people, processes, and technologies. ACCEL's businesses encompass Accel Media, Accel Realty, Accel Academy, and Cetronics Technologies, with a strong presence in both domestic and international markets.

Vision: To be a leader in customer service through excellence in people, process, and technologies.

Mission: To offer services that meet international quality standards backed by full lifecycle support, bringing substantial benefit to customers through total lower cost of ownership.

4. OBJECTIVES OF THE STUDY

Primary Objective:

- To study employee engagement practices and their impact on employee behaviour in ACCEL Limited, Chennai.

Secondary Objectives:

- To examine the different employee engagement practices implemented in the organisation.
- To identify the job factors that influence employee engagement.
- To examine the impact of engagement practices on employee behaviour and work performance.
- To analyse the level of employee satisfaction towards engagement activities
- To provide suitable suggestions for improving engagement practices and organisational effectiveness.
- To provide suitable suggestions for improving engagement practices and organisational effectiveness.

5. RESEARCH METHODOLOGY

5.1 Research Design

The study adopts a Descriptive Research Design, which aims to systematically describe the characteristics, practices, and phenomena associated with employee engagement in the study organisation. Descriptive research is appropriate here as it facilitates a comprehensive understanding of current engagement practices and their measurable outcomes on employee behaviour.

5.2 Sampling

Simple Random Sampling was employed, ensuring each member of the target population has an equal probability of selection. The study was conducted with a sample size of 60 employees across various levels and departments at ACCEL Limited, Chennai.

5.3 Data Collection

Primary Data: Collected through structured questionnaires designed to capture employee perceptions of engagement practices, satisfaction levels, and behavioural outcomes.

Secondary Data: Sourced from annual reports, company publications, academic journals, magazines, and internet databases.

5.4 Analytical Tools

- Percentage Analysis — for descriptive frequency distribution of responses.
- Chi-Square Test — to determine significant associations between categorical variables.
- Pearson Correlation — to measure the strength and direction of relationships between continuous variables.

6. DATA ANALYSIS AND INTERPRETATION

6.1 Demographic Profile of Respondents

The demographic profile of the 60 respondents surveyed at ACCEL Limited is presented below. The majority of employees (32%) belong to the 25–30 age group, reflecting the organisation's youthful workforce composition. Male employees constitute 80% of the sample, consistent with the broader gender distribution patterns in Indian IT services. A significant proportion (44%) hold Diploma qualifications, while 40% are undergraduates. Half the respondents (50%) have less than five years of work experience, indicating a relatively younger, dynamic workforce. The predominance of married employees (80%) and the concentration of salaries in the Rs. 15,001–Rs. 20,000 bracket (40%) reflect the socioeconomic profile of mid-level IT service professionals.

Table 1: Demographic Profile Summary

Demographic Variable	Category	Frequency	Percentage (%)
Age	25–30 Years	18	32%
Gender	Male	45	80%
Education	Diploma	27	44%
Experience	Below 5 Years	30	50%
Marital Status	Married	48	80%
Monthly Income	Rs. 15,001 – Rs. 20,000	24	40%

6.2 Engagement Practice Perceptions

Respondents' perceptions of key engagement practices were assessed using a five-point Likert scale (Strongly Agree to Highly Disagree). The results are summarised in Table 2 below, offering a comprehensive overview of employee attitudes towards each dimension of engagement.

Table 2: Employee Perceptions of Engagement Practices

Engagement Practice	Agree / Strongly Agree (%)	Key Insight
Opportunity for Personal Development	76%	Strong positive perception
Proper Communication of Information	90%	Highest satisfaction level

Training & Development Programmes	80%	Well-received by employees
Team Building Activities	87%	High participation & agreement
Employee Wellness Programmes	86%	Strong endorsement
Health & Safety Measures	50%	Moderate; needs improvement
Clarity on Company Values & Norms	76%	Strong alignment
Idea Sharing & Employee Suggestions	64%	Moderate; scope for improvement
Work Performance via Engagement	90%	Very strong positive link
Self-Development / Career Growth	50%	Moderate; requires attention
Overall Satisfaction with Engagement	76%	Generally positive
Empowerment & Authority	80%	Strong positive response
Talent Management	69%	Moderate to positive
Equal Opportunities & Fair Treatment	62%	Moderate; improvements needed

6.3 Reasons for Organisational Closeness

When asked about the primary reason for their attachment to ACCEL Limited, 50% of respondents cited emotional attachment to the company, while 30% cited personal passion for their work, 13% indicated interest in innovation, and 7% cited financial incentives. This finding underscores that intrinsic motivators — emotional attachment and passion — outweigh extrinsic factors such as salary in fostering organisational loyalty.

7. STATISTICAL ANALYSIS

7.1 Chi-Square Test 1: Work Experience and Organisational Closeness

Null Hypothesis (H₀): There is no significant relationship between work experience and closeness with the organisation.

Alternate Hypothesis (H₁): There is a significant relationship between work experience and closeness with the organisation.

Table 3: Chi-Square Test 1 — Results Summary

Parameter	Value
Calculated Chi-Square Value	17.8
Degrees of Freedom	9
Level of Significance	5%
Table Value	16.919
Decision	Reject H ₀ (Calculated > Table Value)
Conclusion	Significant relationship exists

Since the calculated chi-square value (17.8) exceeds the table value (16.919) at the 5% significance level with 9 degrees of freedom, the null hypothesis is rejected. There is a statistically significant relationship between work experience and employees' sense of closeness to the organisation. This suggests that longer tenure fosters stronger emotional bonds, informing retention strategies.

7.2 Chi-Square Test 2: Educational Qualification and Skill Enhancement

Null Hypothesis (H₀): There is no significant relationship between educational qualification and improvement of employee skill and job knowledge.

Table 4: Chi-Square Test 2 — Results Summary

Parameter	Value
Calculated Chi-Square Value	6.795
Degrees of Freedom	12
Level of Significance	5%
Table Value	21.026
Decision	Accept H ₀ (Calculated < Table Value)
Conclusion	No significant relationship

The calculated chi-square value (6.795) is lower than the table value (21.026) at the 5% significance level. The null hypothesis is accepted, indicating that educational qualification does not significantly influence the improvement of employee skill and job knowledge through training programmes. This finding implies that the organisation's training initiatives are equally effective regardless of employees' educational backgrounds.

7.3 Correlation Analysis: Age and Proper Communication

Pearson's correlation analysis was conducted to examine the relationship between employee age groups and their agreement on proper communication practices within the organisation.

Result: $r = 0.1533$, indicating a weak positive correlation between employee age and perception of proper communication. Older employees tend to perceive communication practices slightly more favourably, though the relationship is not strongly pronounced.

8. KEY FINDINGS

The study's data analysis yields the following significant findings:

- The workforce is predominantly young (32% aged 25–30), male (80%), diplomaqualified (44%), and relatively junior in experience (50% below 5 years).
- Proper communication is the highest-rated engagement dimension, with 90% of employees agreeing that information is adequately communicated.
- Training and development programmes (80% agreement) and team-building activities (87% agreement) are strongly endorsed engagement practices.
- Employee wellness programmes are well-received (86% agreement), though health and safety measures require attention, with only 50% agreement.
- Emotional attachment to the company (50%) and personal passion (30%) are the dominant drivers of organisational closeness, highlighting the primacy of intrinsic motivation.
- Work performance improvement through engagement programmes is affirmed by 90% of respondents, demonstrating a strong perceived link between engagement and output.
- Career growth and self-development initiatives receive moderate agreement (50%), pointing to a significant area for enhancement.
- There is a statistically significant relationship between work experience and organisational closeness (Chi-square = 17.8 > 16.919).
- Educational qualification does not significantly affect skill improvement through training (Chi-square = 6.795 < 21.026).
- A weak positive correlation ($r = 0.1533$) exists between employee age and communication satisfaction.

9. DISCUSSION

The findings from ACCEL Limited align substantially with the extant literature on employee engagement. The strong endorsement of communication (90%) corroborates Bailey et al. (2020), who identified supportive communication environments as foundational to engagement. The high agreement on training and development (80%) resonates with Tukiran and Desianti's (2025) conclusion that systematic learning initiatives enhance engagement and productivity.

The preponderance of intrinsic motivators (attachment and passion, totalling 80%) over extrinsic rewards (incentives, 7%) aligns with Gupta's (2019) argument that genuine engagement transcends satisfaction and is rooted in emotional investment. This has significant implications for ACCEL Limited's reward and recognition frameworks, suggesting the organisation should continue fostering a culture of meaning and belonging.

The chi-square finding of a significant relationship between work experience and organisational closeness supports the notion that institutional loyalty deepens over time, highlighting the strategic importance of early-career engagement initiatives to accelerate attachment formation among junior employees who constitute the majority of the workforce.

Areas of concern include health and safety measures (50% agreement), selfdevelopment opportunities (50%), equal opportunities (62%), and talent management (69%). These represent structural gaps where investment and policy revision could yield meaningful improvements in engagement and retention, consistent with the recommendations of Ohri and Dutta (2025).

10. SUGGESTIONS AND RECOMMENDATIONS

- **Youth-Oriented Engagement:** Introduce innovation contests, leadership workshops, and interactive career planning sessions tailored to the dominant young workforce demographic.
- **Skill Enhancement Infrastructure:** Strengthen technical training, mentoring systems, and digital upskilling pathways to address moderate self-development satisfaction levels.
- **Wellness and Safety Upgrades:** Implement comprehensive employee wellness initiatives including regular health check-ups, stress management programmes, counselling, and workplace safety awareness campaigns.
- **Participative Management:** Establish structured suggestion schemes, innovation forums, and regular feedback mechanisms to enhance employee involvement in decision-making.
- **Work-Life Balance Initiatives:** Introduce flexible working arrangements, family welfare programmes, and financial wellness schemes to improve holistic satisfaction.
- **Career Development Pathways:** Design transparent career ladders and individual development plans to address gaps in talent management and equal opportunity perceptions.
- **Team Cohesion Programmes:** Organise collaborative projects, cultural activities, and inter-departmental sports events to strengthen interpersonal relationships and teamwork.
- **Recognition Systems:** Develop structured, non-monetary recognition frameworks — including peer recognition platforms and leadership appreciation — to reinforce the emotional attachment that employees identify as their primary motivator.

11. CONCLUSION

This study provides empirical evidence that employee engagement practices at ACCEL Limited, Chennai, substantially influence employee behaviour, satisfaction, and organisational performance. The findings confirm that communication excellence, structured training, teambuilding activities, and empowerment practices generate positive behavioural outcomes characterised by higher commitment, improved morale, and greater productivity.

The statistical analyses reveal that organisational closeness deepens with experience, affirming the value of sustained engagement across the employee lifecycle. While the organisation demonstrates commendable engagement practices in communication and learning, opportunities remain to strengthen health and safety programmes, career development pathways, talent management, and participative decision-making.

Organisations operating in the competitive IT services landscape — where talent acquisition and retention are critical — must view employee engagement not as a periodic HR initiative but as an integrated, continuous strategic priority. The evidence from ACCEL Limited reinforces the global consensus that a well-engaged workforce is not merely a human resource asset but the cornerstone of long-term organisational success, innovation, and sustainable growth.

Future research may extend this investigation to larger samples across multiple IT firms, employ longitudinal designs to track engagement outcomes over time, and explore the mediating role of organisational culture and leadership style in shaping engagement-behaviour relationships.

REFERENCES

- Bharathi, S., & Premkumar, B. (2026). *A study on training and development effectiveness at Techvolt Software Pvt. Ltd., Coimbatore. International Journal of Business and Administration Research Review, 13(1).*
- Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2020). The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. *International Journal of Management Reviews, 19(1)*, 31–53.
- Corporate Leadership Council. (2020). *Driving employee performance and retention through engagement.* Gallup Survey Publications.
- CIPD. (2019). *Employee engagement and motivation: Key insights for HR professionals.* Chartered Institute of Personnel and Development.
- Gupta, P. (2019). Employee engagement and its impact on organisational performance. *Management & HR Review, 14(3)*, 45–58.
- Bharathi, S., & Kannappa, R. (2019). *A study on work-life balance of employees in the unorganised sector in Perambalur District. A Journal of Composition Theory, 12(9)*, 1102.
- Kaur, S. (2017). Antecedents and consequences of employee engagement: A review. *International Journal of Human Resource Studies, 7(2)*, 1–18.
- Ohri, K., & Dutta, H. (2025). Values-driven employee engagement practices in contemporary workplaces. *Journal of Organisational Psychology, 25(1)*, 12–29.
- Priyashantha, K. G., De Alwis, A. C., & Welmilla, I. (2023). Employee engagement methods and outcomes: A systematic review. *Asian Journal of Business Research, 13(2)*, 76–98.
- Scarlett Surveys International. (2022). *Understanding employee engagement: Theory, measurement and practice.*
- Seeman, M. (1972). Alienation and engagement. In A. Campbell & P. Converse (Eds.), *The human meaning of social change* (pp. 467–527). Russell Sage Foundation.
- Sequeira, A. H. (2021). *Employee engagement as antecedent of job involvement.* NITK Research Publication, National Institute of Technology Karnataka.
- Tukiran, M., & Desianti, L. C. (2025). The role of training and development in enhancing employee engagement: A systematic literature review. *International Journal of Organisational Excellence, 14(1)*, 55–73.
- Tydaska, J. (2018). *Corporate social responsibility and employee engagement.* Harvard Business School Working Paper Series.
- Vanhaltren, V. C. J., & Bharathi, S. (2026). *A systematic literature review study on training effectiveness. Scientific Culture, 12(4)*, 10332–10337