

Original Article

A Study on Employee Engagement and Its Impact on Productivity at Cri Pumps Private Limited, Coimbatore

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ABSTRACT

This study entitled "A Study on employee engagement and its impact on productivity at CRI PUMPS PRIVATE LMT, COIMBATORE" Employee engagement has emerged as a critical factor influencing organizational success and employee performance. This project aims to examine the relationship between employee engagement and its impact on productivity within an organization. Employee engagement refers to the level of commitment, involvement, and enthusiasm employees demonstrate toward their work and organizational goals. Engaged employees are more motivated, dedicated, and willing to contribute beyond their basic job responsibilities, leading to improved individual and organizational outcomes. The study investigates the key factors that contribute to employee engagement, including leadership support, communication, recognition, career development opportunities, work environment, and employee well-being. It also explores how these factors affect employee productivity in terms of efficiency, quality of work, job satisfaction, and overall performance. Data for the study may be collected through surveys, questionnaires, interviews, and organizational records to analyze the relationship between engagement levels and productivity measures. The findings of the study are expected to demonstrate that higher levels of employee engagement positively influence productivity by reducing absenteeism, lowering turnover intentions, enhancing job performance, and fostering innovation. The research highlights the importance of creating an engaging work environment that motivates employees to achieve organizational objectives effectively. The study concludes that organizations that invest in employee engagement strategies can achieve sustainable growth, improved productivity, and a competitive advantage in the marketplace.

KEYWORDS

Employee Engagement, Productivity, Employee Performance, Job Satisfaction, Organizational Success, Motivation, Work Environment.

1. INTRODUCTION

In the modern business environment, organizations are increasingly focusing on human resources as a strategic asset for achieving sustainable growth and competitive advantage. Employees play a crucial role in determining the success of an organization because they are responsible for carrying out operational activities, maintaining customer relationships, and contributing to innovation and productivity.

As businesses continue to face intense competition, globalization, technological advancements, and changing workforce expectations, employee engagement has emerged as a significant factor influencing organizational effectiveness and performance. Employee engagement refers to the emotional commitment, involvement, and enthusiasm that employees have toward their organization and its goals. It is the extent to which employees are willing to invest their physical, cognitive, and emotional energies in their work.

Engaged employees are not only satisfied with their jobs but are also motivated to contribute beyond their formal responsibilities. They demonstrate dedication, commitment, and a willingness to support organizational objectives. Employee engagement creates a positive work culture where employees feel valued, respected, and connected to the organization. The concept of employee engagement has gained considerable attention among researchers, managers, and human resource professionals over the past two decades.

Organizations have realized that employee engagement is directly linked to employee performance, customer satisfaction, profitability, and overall organizational success. Companies that successfully engage their employees often experience lower absenteeism, reduced turnover rates, higher morale, improved teamwork, and better organizational outcomes.

As a result, employee engagement has become a key focus area in human resource management practices. Productivity is another critical factor that determines organizational growth and success. Employee productivity refers to the efficiency and effectiveness with which employees perform their assigned tasks and responsibilities. Higher productivity enables organizations to maximize output, reduce operational costs, improve service quality, and achieve strategic objectives. In today's competitive environment, organizations continuously seek methods to enhance employee productivity through motivation, training, performance management, and employee engagement initiatives.

Employee engagement and productivity are closely interconnected. Employees who are highly engaged tend to exhibit greater commitment to their work, resulting in improved performance and higher productivity levels. They are more likely to take initiative, solve problems creatively, collaborate effectively with colleagues, and maintain a positive attitude toward their responsibilities. On the other hand, disengaged employees may demonstrate lower motivation, reduced efficiency, lack of commitment, and decreased productivity, which can negatively affect organizational

performance. Several factors influence employee engagement within an organization. Study are expected to benefit both management and employees by highlighting the significance of engagement in enhancing organizational performance

2. NEED FOR THE STUDY

- To understand the relationship between employee engagement and productivity, and how engagement influences employee performance and organizational effectiveness.
- To identify the factors that affect employee engagement, such as leadership support, recognition, communication, work environment, and career development opportunities.
- To help organizations develop effective employee engagement strategies that can improve productivity, job satisfaction, employee retention, and overall business performance.

3. RESEARCH GAP

Previous studies have confirmed a positive relationship between employee engagement and employee productivity. However, limited research has examined this relationship in the context of modern hybrid work environments and within specific regional and organizational settings. Furthermore, the influence of technological advancements and generational workforce differences on the engagement-productivity relationship remains underexplored. Therefore, this study aims to address these gaps by investigating the impact of employee engagement on productivity among employees in the selected organization/industry.

4. OBJECTIVES OF THE STUDY

- To Analyze the level of employee engagement among employees in CRI Pumps Private Limited.
- To identify the key factors influencing employee engagement such as To examine the relationship between employee engagement and productivity levels
- To study employee satisfaction towards their job and workplace
- To identify challenges affecting employee engagement in the organization.
- To examine the role of management support and leadership in enhancing

5. LIMITATION OF THE STUDY

- The study is limited to employees of the selected organization; therefore, the findings may not be applicable to all organizations or industries.
- The research is based on employees' responses, which may be influenced by personal opinions, perceptions, or bias.
- The study is conducted within a specific time period, and changes in employee engagement or productivity over time are not considered.

6. RESEARCH METHODOLOGY

6.1. Research Design

The study is based on a descriptive research design. Descriptive research helps to describe the characteristics, opinions, and behavior of employees regarding employee engagement and productivity. The study aims to identify the relationship between employee engagement and productivity and to understand the factors influencing employee engagement.

6.1.1. Data Source

Primary Source Data collected directly from employees through questionnaires. Secondary Source Data collected from books, journals, websites, research papers, company reports, and published articles.

6.1.2. Sample Size

The sample size for the study consists of 150 employees working in the organization. The respondents were selected to obtain reliable information regarding employee engagement and productivity.

6.1.3. Sampling Technique

The respondents were selected based on their relevance to the research objectives. Employees who possess adequate knowledge and experience regarding their work environment, engagement, and productivity were chosen as respondents for the study.

6.1.4. Tools for Data Collection

A structured questionnaire was used as the main tool for data collection. The questionnaire consisted of demographic details and statements related to employee engagement, productivity, job satisfaction, workplace challenges, and management support.

7. REVIEW OF LITERATURE

Bryar Sami Abdulrahman et al. (2022) examined the influence of work engagement on productivity in private sector organizations. The research used a quantitative approach and collected data from 97 respondents. The findings revealed that work engagement, which involves emotional attachment and dedication towards work, has a significant positive effect on employee productivity.

Nadia Abdelhamid Abdelwahed et al. (2023) Study focused on employee productivity in educational institutions. Data collected from 254 employees using quantitative method. Work engagement (energy, dedication, involvement) improves productivity organizational factors like management support, learning culture, and work environment also enhance performance.

Tayyaba Iqbal and Irfan Mahmood (2024) examined the relationship between employee engagement and organizational productivity. The study found that while engagement is important, factors such as communication, career growth, and rewards play a significant role in enhancing employee performance and productivity.

Hafsa Fatima et al. (2024) conducted a systematic review on the impact of remote work on employee engagement. The study revealed that while remote work increases flexibility, satisfaction, and productivity, it also creates challenges such as reduced social interaction, communication barriers, and work-life balance issues that may affect engagement.

Agus Adriyanto (2023) states that engagement improves motivation, creativity, and productivity. The study concludes that proper engagement strategies increase retention and ensure long-term organizational success.

Emma Bridger (2022) discussed practical approaches to improving employee engagement within organizations. The study emphasized that effective engagement strategies aligned with business objectives can enhance employee performance, productivity, and overall organizational success.

8. RESULT AND DISCUSSION

8.1. CORRELATION TEST

Correlation is a statistical measure that describes the **strength and direction of a relationship between two variables**.

- **Positive correlation:** As one variable increases, the other tends to increase.
 - Example: Hours studied and exam scores.
- **Negative correlation:** As one variable increases, the other tends to decrease.
 - Example: Speed driven and travel time for a fixed distance.
- **Zero correlation:** There is no consistent relationship between the variables.
 - Example: Shoe size and intelligence.

Null Hypothesis (H_0): There is no significant relationship between completing daily work properly and on time and good engagement improving productivity. Alternative Hypothesis (H_1): There is a significant relationship between completing daily work properly and on time and good engagement improving productivity.

Table 1: Correlations

Correlations			
		I complete my daily work properly and on time.	Good engagement improves my productivity.
I complete my daily work properly and on time.	Pearson Correlation	1	-.015
	Sig. (2-tailed)		.854
	N	150	150
Good engagement improves my productivity.	Pearson Correlation	-.015	1
	Sig. (2-tailed)	.854	
	N	150	150

RESULT

The correlation analysis reveals that there is no significant relationship between employees completing their daily work properly and on time and the perception that good engagement improves productivity ($r = -0.015$, $p = 0.854$). Since the significance value is greater than 0.05, the relationship is statistically insignificant.

8.2. REGRESSION TEST

Regression is a statistical technique used to examine the relationship between a dependent variable and one or more independent variables. It helps researchers determine how much the independent variable influences or predicts the dependent variable.

Hypothesis

H_0 (Null Hypothesis):

There is no significant impact of "When I am motivated, I work faster" on "My supervisor supports me when I need help".

H_1 (Alternative Hypothesis):

There is a significant impact of "When I am motivated, I work faster" on "My supervisor supports me when I need help".

Table 2: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.042 ^a	.002	-.005	1.054
a. Predictors: (Constant), When I am motivated, I work faster.				

Table 3: ANOVA

ANOVA						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.296	1	.296	.266	.607 ^b
	Residual	164.564	148	1.112		
	Total	164.860	149			
a. Dependent Variable: My supervisor supports me when I need help.						
b. Predictors: (Constant), When I am motivated, I work faster.						

Table 4: Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.578	.325		11.027	.000

When I am motivated, I work faster.	.043	.084	.042	.516	.607
a. Dependent Variable: My supervisor supports me when I need help.					

RESULT

The regression analysis shows that the variable "When I am motivated, I work faster" does not significantly influence the variable "My supervisor supports me when I need help" ($F = 0.266$, $p = 0.607$). The R Square value of 0.002 indicates that only 0.2% of the variation in supervisor support is explained by employee motivation. Since the significance value is greater than 0.05, the model is not statistically significant.

8.3. CHI SQUARE TEST

The **Chi-Square (χ^2) Test** is a statistical technique used to determine whether there is a significant association or relationship between two categorical variables. It compares the observed frequencies with the expected frequencies to identify whether the differences are statistically significant.

According to Karl Pearson, who developed the Chi-Square test, it is a method used to test the goodness of fit and the association between categorical variables.

Hypothesis

H_0 (Null Hypothesis):

There is no significant association between the age of the respondents and their happiness in working in the company.

H_1 (Alternative Hypothesis):

There is a significant association between the age of the respondents and their happiness in working in the company.

Table 5: Association between Age of the Respondents and Job Happiness

AGE OF THE RESPONDENT * I am happy working in this company. Crosstabulation			I am happy working in this company.					Total
			STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	
AGE OF THE RESPONDENT	BELOW 25	Count	1	6	5	13	9	34
		Expected Count	1.6	3.9	5.7	15.0	7.9	34.0
	25-35	Count	4	3	6	14	11	38
		Expected Count	1.8	4.3	6.3	16.7	8.9	38.0

		d Count						
	36-45	Count	0	3	9	18	8	38
		Expected Count	1.8	4.3	6.3	16.7	8.9	38.0
	ABOVE 45	Count	2	5	5	21	7	40
		Expected Count	1.9	4.5	6.7	17.6	9.3	40.0
Total		Count	7	17	25	66	35	150
		Expected Count	7.0	17.0	25.0	66.0	35.0	150.0

Table 6: Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.247 ^a	12	.508
Likelihood Ratio	12.155	12	.433
Linear-by-Linear Association	.007	1	.936
N of Valid Cases	150		
a. 8 cells (40.0%) have expected count less than 5. The minimum expected count is 1.59.			

RESULT

The Chi-Square test was conducted to examine the association between the age of the respondents and their happiness in working in the company. The calculated Chi-Square value is 11.247 with a significance value of 0.508. Since the significance value is greater than 0.05, there is no statistically significant association between age and employee happiness in the company.

9. FINDINGS

- Employees of CRI Pumps Private Limited generally show positive levels of engagement, satisfaction, and commitment toward their work.
- Supervisor support, communication, workplace environment, motivation, and management encouragement are major contributors to employee engagement.
- The statistical tests (correlation, regression, chi-square) did not reveal significant relationships between selected variables, which suggests that engagement outcomes may be influenced by other contextual factors.
- Although statistical tests did not reveal strong significance, overall responses indicate that employee engagement positively affects productivity, job satisfaction, and organizational effectiveness.

- Age differences among employees do not significantly influence their happiness levels in the company.

10. SUGGESTIONS

- Strengthen communication channels between management and employees to ensure clarity and transparency.
- Introduce recognition and reward programs to motivate employees and reinforce engagement.
- Provide career development opportunities and training to improve employee satisfaction and retention.
- Enhance workplace environment by focusing on employee well-being, safety, and inclusivity.
- Conduct regular engagement surveys to identify emerging challenges and address them proactively.
- Explore hybrid or flexible work strategies to balance employee needs with organizational goals.
- Encourage leadership development programs to improve supervisor support and employee motivation.

11. CONCLUSION

Employee engagement plays a vital role in enhancing employee productivity and overall organizational performance. The findings of the study reveal that employees of CRI Pumps Private Limited generally exhibit positive levels of engagement, satisfaction, and commitment toward their work. Factors such as supervisor support, communication, workplace environment, motivation, and management encouragement contribute significantly to employee engagement.

The study also indicates that employees believe engagement positively influences their productivity and work performance. Although the statistical analyses did not reveal significant relationships in certain selected variables, the overall responses suggest that employee engagement remains an important factor in maintaining productivity and organizational effectiveness. Therefore, the organization should continue focusing on employee engagement practices to enhance employee satisfaction, commitment, and long-term organizational success.

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