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## A Study on Employee Engagement in Organisational Activities

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### ABSTRACT

This study investigates the level and impact of employee engagement in organizational activities within a corporate setting, using a sample of 125 employees. The research explores various dimensions of engagement, including participation in decision-making, involvement in team-based initiatives, and commitment to organizational goals. Through qualitative and quantitative methods, the study identifies key drivers of engagement such as leadership support, communication practices, and opportunities for professional growth. Findings reveal that higher engagement levels are closely linked to improved job satisfaction, productivity, and organizational loyalty. The study underscores the importance of fostering an inclusive and participative work environment to enhance employee involvement and organizational effectiveness.

### INTRODUCTION:

Employee engagement has emerged as a critical factor in driving organizational success in today's competitive and rapidly evolving business environment. It refers to the emotional commitment and involvement an employee has towards their organization and its goals. This article explores the significance of employee engagement activities, their impact on organizational performance, and the strategies that can be implemented to cultivate a culture of active participation and commitment across all levels of the organization.

### REVIEW OF LITERATURE:

Several studies highlight the importance of effective engagement activities and programmes in organisation enhancing employee engagement activities. Previous research emphasizes structural training programs for employee engagement and well being.

- 1) Gopika et al.(2021), in their study aim to find out that growth rewards and recognition are the major factors contributing to employee engagement.
- 2) Jolly Sahni (2021), in his study aims to find out the significant positive relationship between job characteristics, job satisfaction, and organization commitment.
- 3) R. Krishnaveni et al. (2018), identified the need for a strong employee engagement scheme that is elevated by practices for the development of competence, work characteristics, communication, and its influence on job satisfaction.
- 4) Carter et al., (2018), The consequences of employee engagement can be seen in the form of higher customer satisfaction, productivity, profit, performance, and lower intentions to quit (Jehanzeb et al., 2012), the positive association between employee engagement, quality of work life, and organizational commitment were examined in the private sector of Saudi Arabia.
- 5) **Rumbold et al., (2018)**, a 40-hour workweek could be split into four 10-hour days. Employees benefit from this arrangement in several ways, including having more time off during the weekend, saving money on gas, and perhaps even better integrating their work and personal lives.

### OBJECTIVE:

- To study the factors influencing employee engagement.
- To examine the influence of compensation on employee engagement.
- To examine the influence of employee growth opportunities on employee engagement.
- To examine the influence of Rewards and Recognition of IT employees on their engagement.
- To examine the influence of job satisfaction on employee engagement.

- To provide suitable suggestions to create a positive work environment and culture that promotes employee satisfaction and productivity.

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**STATEMENT OF THE PROBLEM:**

- Many employee express dissatisfaction with the current compensation structure, leading to reduced motivation and engagement levels.
- Job satisfaction surveys indicate a significant portion of the workforce feels undervalued and unappreciated, impacting their commitment and engagement.
- Organizations today recognize that engaged employees are key to achieving sustained success. However, there remains a gap between understanding its importance and implementing meaningful engagement practices. In the case of the organization studied, limited data exists on how employee involvement in activities influences morale, performance, and retention. This research aims to bridge that gap by analyzing engagement patterns and exploring ways to foster a more participative organizational culture.

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**LIMITATIONS OF THE STUDY:**

- The research aims to investigate the factors affecting the level of employee engagement in the workplace. Since the concept of employee engagement is vague and has not been closely studied until recently, there is little existing literature on the issues.
- Hence, the research might face a lack of information about the concept as well as the applicable situation.
- Furthermore, the research focuses on certain factors that encourage employee engagement, the focus will not be much on motivation and all the possible driving factors concerning motivation.

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**RESEARCH OBJECTIVE:**

- To analyse the employee engagement programmes
- To assess training effectiveness on employee performance
- To evaluate employee satisfaction with HR practices.

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**RESEARCH DESIGN:**

- Research study design is a framework, or the set of methods and procedures used to collect and analyse data on variables specified in a particular research problem.
- The research is descriptive.
- The research design serves as the blueprint for the entire study, ensuring that the research process is structured, systematic, and aligned with the objectives.
- The design chosen for this study is descriptive and correlational in nature.
- The aim is to describe employee engagement levels and examine the relationships between various factors influencing employee engagement.

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**SAMPLING TECHNIQUES:**

Sampling Method A stratified random sampling method will be employed to select participants from the organizations. This method ensures that various demographic groups (e.g., age, gender, role, industry) are adequately represented in the sample. By stratifying the sample based on these factors, the research will ensure that the findings reflect a wide range of experiences and perspectives.

**RESEARCH APPROACH:**

The research approach selected by the researcher is mixed consisting of both quantitative and qualitative data.

**RESEARCH INSTRUMENT:**

The research instrument used by the researcher is the Questionnaire.

**SAMPLE UNIT:**

The sample units are the employees of ATKKU Services India Pvt Ltd, Coimbatore.

**SAMPLING:**

Since this study was done in the sampling method used in the study is a census of 120 respondents, who are the full-time employees of the ATKKU Services.

**ANALYTICAL TOOLS:**

The analytical tools used for the study are;

- Percentage Analysis
- Reliability
- Correlation Analysis
- Chi – square Test

**CORRELATION ANALYSIS:**

Correlation analysis in market research is a statistical method that identifies the strength of a relationship between two or more variables. In a nutshell, the process reveals patterns within a dataset's many variables.

- ❖ It's all about identifying relationships between variables—specifically in research.
- ❖ Using one of the several formulas, the end result will be a numerical output between -1 and +1.

		OPPORTUNITIES_OF_G ROWTH	WORK_LIFE_BALANCE
OPPORTUNITIES_OF_GROWTH	Pearson Correlation	1	.842**
	Sig. (2-tailed)		.000
	N	125	125
WORK_LIFE_BALANCE	Pearson Correlation	.842**	1
	Sig. (2-tailed)	.000	
	N	125	125

Correlation is significant at the 0.01 level (2-tailed).

**INTERPRETATION:**

From Correlation Analysis, the coefficient of correlation between Employee Engagement Behaviour and Work life balance has calculated as,  $r = 0.842$ . It shows that the two variables are moderately limited degree of correlation. From the table, it is observed that the p value  $0.000 < 0.05$  implies that the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis is accepted. Hence that there is a significant relationship between Opportunities of growth and work life balance.

**PERCENTAGE ANALYSIS**

- The term percentage analysis means the calculation of percentage for how much of sampling is taken for research from the available total number of populations.
- It is used to find the entire gamete of employees into positive and negative feedbackers.
- The same is implied for each dimension of the study.
- **Percentage analysis** =  $\frac{\text{No of Respodents}}{\text{Total no of Respodents}} * 100$

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 years	74	59.2	59.2	59.2
	26-30 years	40	32.0	32.0	91.2
	31-35 years	11	8.8	8.8	100.0
	Total	125	100.0	100.0	

Out of the surveyed 125 employees, 74 employees belong to the age group of 18-25 years; 40 employees belong to the age group of 26-30 years, 11 employees belong to the age group of 31-35 years and there are no employees under 18 and above 35 years.

#### RELIABILITY TEST:

- A reliability test in employee engagement is a way to measure how consistent and dependable the tools or methods used to assess engagement are.
- Employee engagement is crucial for understanding how connected employees feel to their work, colleagues, and the organization as a whole.
- If the tools, like surveys or assessments, are not reliable, the results could lead to inaccurate conclusions and ineffective strategies.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.730	.740	3

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EEB1	2.10	.158	.463	.240	.749
EEB2	2.10	.136	.555	.383	.646
EEB3	2.12	.155	.667	.455	.532

#### INTERPRETATION:

From the table it is inferred that the reliability value of employee engagement behaviour is  $>0.7$  which means the factor is acceptable and it is reliable. The value of the Cronbach's Alpha is 0.740 which is considered as the factor is excellent in its reliability. The tested items factors are 1,2,3. This reveals that the employee engagement behaviour reliability is excellent and it is  $>0.7$ .

#### CHI-SQUARE TEST:

#### WORKLIFE BALANCE VS EMPLOYEE ENGAGEMENT

#### Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	705.002 <sup>a</sup>	208	.000
Likelihood Ratio	238.169	208	.074
Linear-by-Linear Association	112.270	1	.000
N of Valid Cases	125		

a. 239 cells (98.4%) have expected count less than 5. The minimum expected count is .01.

#### Directional Measures

		Value	Asymptotic Standard Error <sup>a</sup>	Approximate T <sup>b</sup>	Approximate Significance
Nominal by Nominal Lambda	Symmetric	.266	.052	4.430	.000
	WORK_LIFE_BALANCE Dependent	.482	.076	4.999	.000

Goodman and Kruskal tau	EMPLOYEE_ENGAGEM	.147	.063	2.183	.029
	ENT Dependent				
	WORK_LIFE_BALANCE	.532	.033		.000 <sup>c</sup>
	Dependent				
	EMPLOYEE_ENGAGEM	.131	.011		.000 <sup>c</sup>
	ENT Dependent				

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on chi-square approximation

#### Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	2.375	.000
	Cramer's V	.840	.000
	Contingency Coefficient	.922	.000
N of Valid Cases		125	

#### INTERPRETATION:

The chi-square test of goodness of fit shows that the value of Pearson Chi-square as 705.002<sup>a</sup> and the likelihood ratios as 238.169, linear by linear association value is 112.270 and the level of significance value is 0.000 < 0.05, this indicates that there is a relationship between Work life balance and Employee Engagement Behaviour.

#### FINDINGS:

- A chi-square test showed a significant relationship between recognition and feedback and employees' perceived work-life balance (Pearson  $\chi^2=690.385$ ,  $p < 0.05$ )
- Work-life balance itself was significantly associated with overall engagement behaviours (Pearson  $\chi^2=705.002$ ,  $p < 0.05$ )
- Employees who perceive clear growth opportunities exhibit higher engagement (Pearson  $\chi^2=747.078$ ,  $p < 0.05$ )
- Strong, positive workplace relationships correlate with elevated engagement levels (Pearson  $\chi^2=592.799$ ,  $p < 0.05$ )
- Beyond work-life balance, recognition and feedback directly drive engagement (Pearson  $\chi^2=690.385$ ,  $p < 0.05$ )

#### SUGGESTIONS:

- Actively solicit and implement staff suggestions and innovations to boost organizational efficiency.
- Recognize performance with peer-nominated awards, extra time off, or skill-building opportunities.
- Provide clear, structured development plans and mentorship to reinforce growth opportunities.
- Link bonuses or spot-rewards directly to engagement metrics and achievement of stretch goals.
- Establish regular, two-way feedback channels (e.g., pulse surveys, town halls) so employees feel heard and valued.

#### CONCLUSION:

All employees must appreciate the value of their contributions being acknowledged. Employees must understand that their efforts are significant and play a crucial role in driving the organization forward. In the current competitive landscape for talent, we need to excel in attracting, inspiring, and retaining skilled individuals.

This research has examined the significance of employee engagement within various organizational structures and has highlighted its Opportunities of growth, Autonomy and empowerment, Positive relationship, Employee engagement behaviour.

In conclusion, employee engagement is a multifaceted concept that cannot be isolated from the organizational structure and leadership practices. The research indicates that a flexible, inclusive organizational structure, when combined with effective leadership and strategic employee engagement initiatives, can create a conducive environment for employees to thrive.

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