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A Study on Employee Engagement towards Employee Perspective

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ABSTRACT

Employee engagement plays a pivotal role in enhancing productivity, job satisfaction, and organizational performance. This study explored the influence of sports and wellness programs on employee engagement, focusing on the relationship between physical and mental health, motivation, and productivity. A structured questionnaire was used to survey a sample of 120 employees. The study adopted a descriptive research design, and tools such as percentage analysis, chi-square test, and correlation analysis were applied. The findings suggest that wellness initiatives contribute significantly to reducing workplace stress, improving job satisfaction, and fostering a culture of health and engagement.

Keywords: Employee Engagement, Physical and mental health, Productivity, Sports and wellness.

INTRODUCTION

Employee engagement is defined as an individual's emotional commitment, enthusiasm, and dedication to their work and organization. Engaged employees generally find personal satisfaction and meaning in their roles, often aligning their well-being with performance. This form of engagement boosts organizational performance by increasing motivation, morale, and productivity. Transparent communication is vital for fostering these connections. This ensures that employees stay informed and align with the company's vision. Effective engagement strategies include recognizing accomplishments, offering developmental opportunities, setting clear expectations, and delivering regular feedback. Employees who feel appreciated and heard are more likely to take the initiative, make informed decisions, and become ambassadors of organizational values. Sustaining engagement involves more than just offering perk. It requires a deeper connection erected for purpose and participates in success. True engagement is measurable, dynamic, and requires continuous reinforcement. Ultimately, a highly engaged team drives sustainable growth and long-term organizational strength.

REVIEW OF LITERATURE

Kwon et al. (2024) conducted a detailed integrative literature review highlighting the disconnection between employee development initiatives and employee engagement outcomes. Grounded in the Conservation of Resources (COR) theory, this study proposes a new theoretical model that better connects developmental antecedents with engagement. This review spans 64 empirical studies and categorizes influencing factors into three primary levels: organizational environment (e.g., leadership style, communication systems), social exchange processes (e.g., recognition, fairness), and individual traits (e.g., motivation and resilience). The study advocates for an "upward gain spiral model," suggesting that investment in employee development fosters engagement, which in turn encourages further developmental gains. This framework not only advances theoretical understanding, but also provides a roadmap for practical applications in engagement-focused initiatives.

Fatima et al. (2024) address the increasingly relevant topic of remote work and its impact on employee engagement. This systematic review analyzed the literature from 2018 to 2024, focusing on multiple industries and remote work models. The researchers identified both the positive and negative aspects of remote engagement. The benefits include enhanced autonomy, flexibility, and job satisfaction. However, challenges such as diminished social interaction, communication barriers, and work-life imbalance were also noted. This study underscores the necessity for clear communication strategies, employee-centric digital policies, and virtual engagement tools to mitigate isolation and foster connectedness in remote settings. This review is especially valuable given the post-pandemic shift toward hybrid and remote workplaces.

Ngwane (2022) examined employee engagement in the public sector by focusing on a provincial government department in Gauteng, South Africa. Using a quantitative research design and the Utrecht Work Engagement Scale (UWES), this study explored the statistical relationships between demographic variables and engagement level. The results indicate significant positive correlations between age, gender, job position, years of service, and engagement. These findings support the notion that personal and professional background variables influence how employees perceive their roles and participate in organizational life. This study has practical implications for tailoring engagement strategies based on workforce demographics.

Mehul Ganjawala and Dr. Prashant Joshi (2022) explored the intersection between employee engagement and customer satisfaction in private sector banking. The researchers focused on five engagement dimensions: authority and participation, managerial support, task autonomy, job knowledge, and recognition. They assessed how these elements influence three aspects of customer satisfaction: personnel behavior, service quality, and access to services. Data were collected via surveys administered to 150 employees and 150 customers and analyzed using the AMOS statistical software. The results revealed that high employee engagement significantly contributes to better customer experience, reinforcing the argument that internal engagement is directly linked to external service outcomes.

Yadav (2020) provides a forward-looking perspective by evaluating the impact of virtual workplaces on employee engagement. Using document analysis and the Delphi Technique, this study examined secondary data to uncover trends and propose a strategic model for remote engagement. It identified that traditional engagement methods need to be restructured to remain effective in a digital work environment. Themes such as technological access, flexible scheduling, and the need for virtual recognition and feedback systems were identified as critical for maintaining employee involvement in virtual settings. This study emphasizes adaptability and innovation in designing engagement strategies to develop workplace models.

Tanuwijaya, Gunawan, and Piraswati (2022) contributed to the literature by exploring how leadership style and job characteristics impact work engagement in organizational settings. Drawing from organizational behavior theories, this study emphasized that transformational leadership and clearly defined job roles are among the most influential drivers of engagement. This research supports the idea that when employees perceive their roles as meaningful and leaders as supportive, their engagement levels naturally rise.

SCOPE OF THE STUDY

The scope of this study is confined to the influence of various factors, including the workplace environment, wellness programs, and feedback mechanisms. This study focused on how sports and wellness activities impact motivation, productivity, and overall well-being. It also explores how employees balance their work and personal lives while managing stress through these initiatives. Understanding employee preferences for such programs can help companies to design engagement strategies that align with their workforce needs. Businesses can use these insights to create a healthier and more supportive work culture that leads to higher job satisfaction and reduced turnover. These findings can assist organizations in developing policies that promote physical and mental well-being and improve overall performance. Organizations can benefit from this study by implementing structured Sports and wellness initiatives that enhance employee morale and efficiency, ultimately contributing to long-term growth and stability.

STATEMENT OF THE PROBLEM

Many organizations struggle to keep their employees motivated, engaged, and productive. Lack of engagement often leads to low morale, reduced efficiency, and higher turnover rates, which affect overall performance. Work-related stress and poor physical health contribute to disengagement, making it difficult for employees to stay focused on and committed to their tasks. When employees are not actively involved in their work, teamwork and communication suffer, which leads to decreased collaboration and innovation. An unhealthy work environment, with minimal wellness initiatives, can result in frequent absenteeism and lower job satisfaction. Poor engagement affects customer service, operational efficiency, and business growth, making it a challenge for companies to achieve long-term success. This study focuses on improving employee engagement through sports and wellness programs to promote better physical and mental well-being. Encouraging active participation in such initiatives can lead to increased motivation, improved job performance, and stronger workplace relationships. Organizations can use these insights to create a positive work culture that boosts employee morale and retention.

LIMITATIONS OF THE STUDY

- The data are qualitative in nature and were collected from employees of the Organization.
- The sample size was limited to 120 participants.
- The sample size of this study was small compared to the total employee strength of the organization.

OBJECTIVES

- To investigate how participation in sports and wellness programs influences employee engagement, motivation, productivity, and overall well-being, with a focus on understanding the relationship between physical and mental health.
- To Analyze how the employee feedback influences the development of engagement strategies.
- To Analyze how the integration of sports and wellness programs helps employees manage work-life balance and reduce work-related stress.
- To Know about Employee Preferences for Wellness and Sports Activities.

RESEARCH METHODOLOGY

This study is descriptive in nature. This study used both the primary and secondary data. Primary data were gathered from respondents through structured questionnaires. The approach selected by the researcher was mixed and consisted of both quantitative and qualitative data. The research instrument used was a questionnaire for survey research. The sample units were employees of the organization. Based on the list of employees provided by the company, the researchers contacted them for data collection, and a non-probability sampling technique and convenience sampling design were adopted for this study. The sample size of the study was 120, which was based on the complete responses given by the respondents. The tools used in this study were percentage, chi-square, and correlation analyses.

Relationship between educational qualification of the respondents and employee feedback on the development of engagement strategies- chi-square analysis

Null hypothesis (H₀)

There is no significant relationship between educational qualification of the respondents and employee feedback on the development of engagement strategies.

Alternative hypothesis (H₁)

There is a significant relationship between educational qualification of the respondents and employee feedback on the development of engagement strategies.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	56.580 ^a	16	.000
Likelihood Ratio	43.292	16	.000
Linear-by-Linear Association	1.085	1	.298
N of Valid Cases	120		
a. 19 cells (76.0%) have expected count less than 5. The minimum expected count is .53.			

Interpretation:

As per the above table, it is inferred that the P value is 0.000; it is not significant to 5% (0.05) significant level. The minimum expected count is 0.53. Thus, null hypothesis is accepted and it is finding that there is no significant difference between educational qualification of the respondents and employee feedback on the development of engagement strategies.

Relationship between age of the respondents and employee preferences for wellness and sports activities- Correlation Analysis

Correlations			
		Age of the respondents	Employee preferences for wellness and sports activities
Age of the respondents	Pearson Correlation	1	-.114
	Sig. (2-tailed)		.213
	N	120	120
Employee preferences for wellness and sports activities	Pearson Correlation	-.114	1
	Sig. (2-tailed)	.213	
	N	120	120

Interpretation:

The above table indicates that out of 120 respondents, the coefficient of correlation between the age of the respondents and employee preferences for wellness and sports activities was -0.114. It is below 1. Thus, there is a negative relationship between respondents' age and employee preferences for wellness and sports activities.

SUGGESTIONS

- To improve employee engagement, the organization must ensure that feedback methods are maintained in a systematic and consistent manner.
- Based on employee input, businesses should create precise action plans to promote ongoing engagement program improvement.
- To ensure that changes meet the needs and expectations of employees, organizations must periodically examine their engagement initiatives.
- To encourage workers to express their thoughts on engagement methods, the organization must cultivate an environment of open communication.
- To increase the efficiency of engagement programs, organizations should actively consider employee input.
- To improve engagement tactics, the organization must have a clear framework in the workplace to gather and evaluate employee input.
- The organization must ensure that engagement initiatives and wellness programs are implemented to successfully lower workplace stress.
- To support workers' general health and well-being, the organization should support frequent physical activity in the workplace.

CONCLUSION

This study determined that workplace happiness and overall organizational performance are significantly influenced by employee engagement. This research emphasizes how employee participation is greatly impacted by open communication, organized feedback systems, and ongoing engagement strategy improvements. When wellness and sports programs are successfully combined, they improve general well-being, lower workplace stress, and promote work-life balance. Additionally, matching wellness programs to employee preferences guarantees greater engagement and participation, resulting in a happier and more driven workforce. Organizations that actively evaluate employee input and execute organized engagement activities create more inclusive and productive work environments. Furthermore, firms should improve their engagement efforts by regularly holding wellness programs, allocating sufficient resources, and ensuring that information about available activities is communicated effectively. When creating wellness initiatives, it is important to consider employee preferences to optimize their effectiveness. Incentives and rewards for involvement as well as frequent evaluations of engagement programs support long-term motivation and work satisfaction. Organizations may enhance performance, retention, and workplace harmony by cultivating a culture that places a high priority on employees.

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